

# **Are we Ready for CMMI®? If not, Let's Fix Ourselves**

**CMMI®**

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***Presented by Al Florence***

***The MITRE Corporation***

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# Agenda

- ➔ ◆ Introduction
- ◆ Dysfunctional/Stove Piped Organizations - Associated Problems
- ◆ A Solution - Organizational Analysis
- ◆ Organizational Structures
- ◆ Organizational Analysis Elements
- ◆ The Big Picture - How an Organizational Analysis is Conducted
- ◆ Organizational Analysis Example 1
- ◆ Organizational Analysis Example 2
- ◆ Summary
- ◆ Reference
- ◆ Questions/Answers/Discussion/Comments
- ◆ Contact Information

# Introduction

- ◆ In order for organizations to change and improve the way they conduct business they have to be ready to accept change
- ◆ Before attempting process improvement, or other initiatives such as integrating systems of systems, organizations need to determine if they are ready for change
- ◆ When new initiatives are attempted in organizations that are not prepared to accept change the efforts are doomed to fail
- ◆ This is demonstrated by many recent incidences of:
  - Failures while developing large complex systems
  - Lack of information sharing among agencies
  - Inability to integrate large weapons system
  - Etc., etc., etc.

**The problems tend to be SOCIAL rather than TECHNICAL**

# Introduction (cont.)

- ◆ Many commercial and Government organizations and agencies are stove piped and dysfunctional
- ◆ Organizations may be in chaos and disarray and may not function as cohesive, seamless units
- ◆ Problems may include the inability of organizations to communicate, take responsibility and ownership, synchronize and synergize, communicate and share information
- ◆ Many times organizations reorganize when they encounter issues and problems
  - This really does not fix the problems
    - ❖ They remain and become the problems of the new organizational structure and of new management
    - ❖ They may be further hidden where they become graver and are more difficult to identify

**<sup>1</sup> In a recent interview concerning intelligence sharing, Marine Corps General James Cartwright, Commander USSTRATCOM, stated that the greatest obstacle is not technology but culture - "It's not a technical issue any more," he said. "It's really more about culture and the need to share rather than the need to know." A critical aspect of the net-centric environment involves the human interface component.**

# Introduction (concl.)

- ◆ When integrating stove piped legacy **systems-of-systems** we tend to concentrate on technical issues associated with:
  - Interoperability
  - Interfaces
- ◆ We are not recognizing that major problems are associated with organizations that own these stove piped systems that are:
  - Themselves stove piped
  - Many times dysfunctional
- ◆ What needs to happen first is that organizations need to:
  - Get rid of this stove piping
  - Fix their dysfunctional states
- ◆ Only then can legacy systems be integrated into systems-of-systems

**The problems tend to be SOCIAL rather than TECHNICAL**

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# Characteristics of a dysfunctional Organization



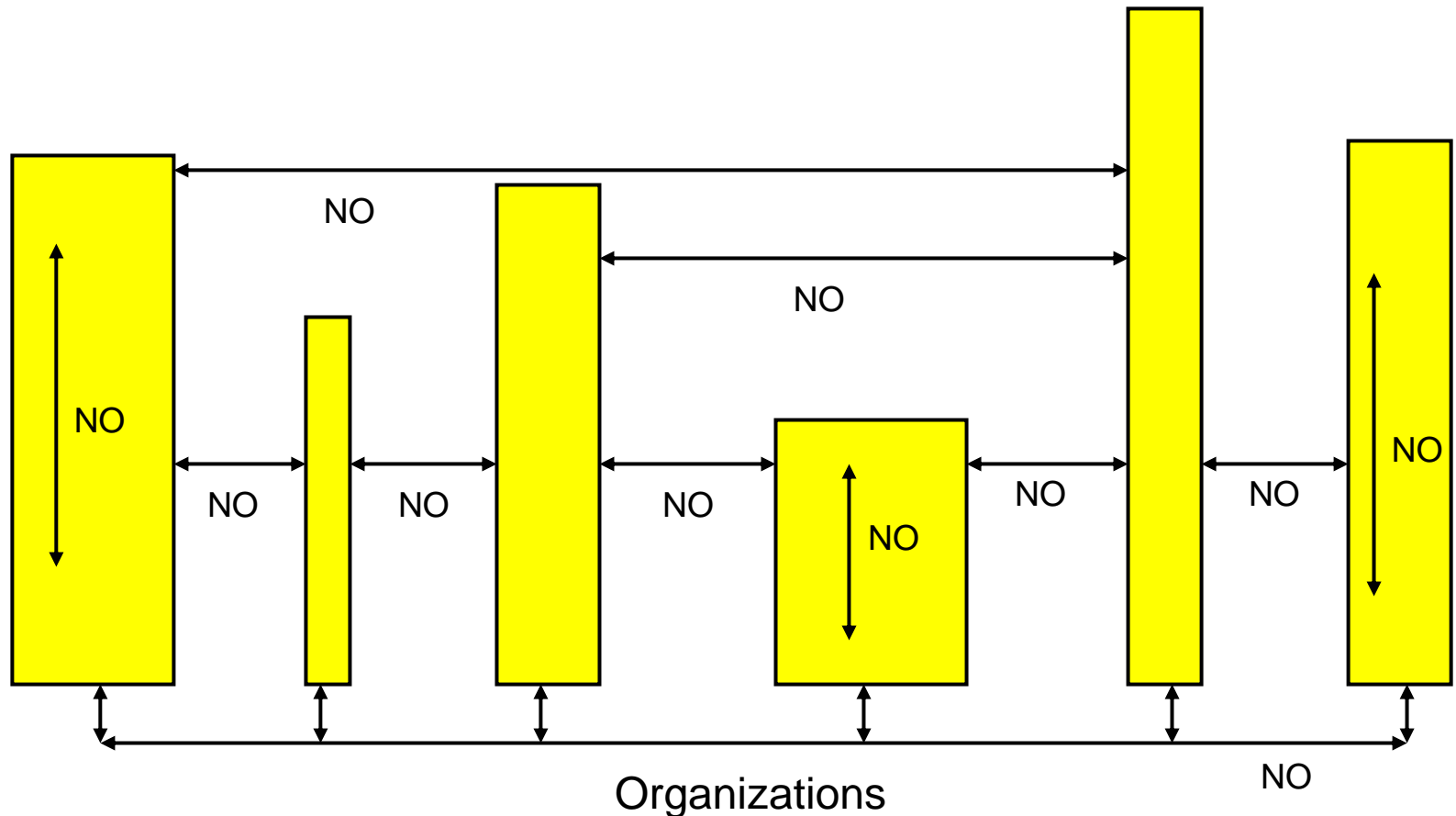
# What are the Characteristics of a Functional Organization?

**Antithesis of a Dysfunctional Organization**



# Stove Piped Organizations

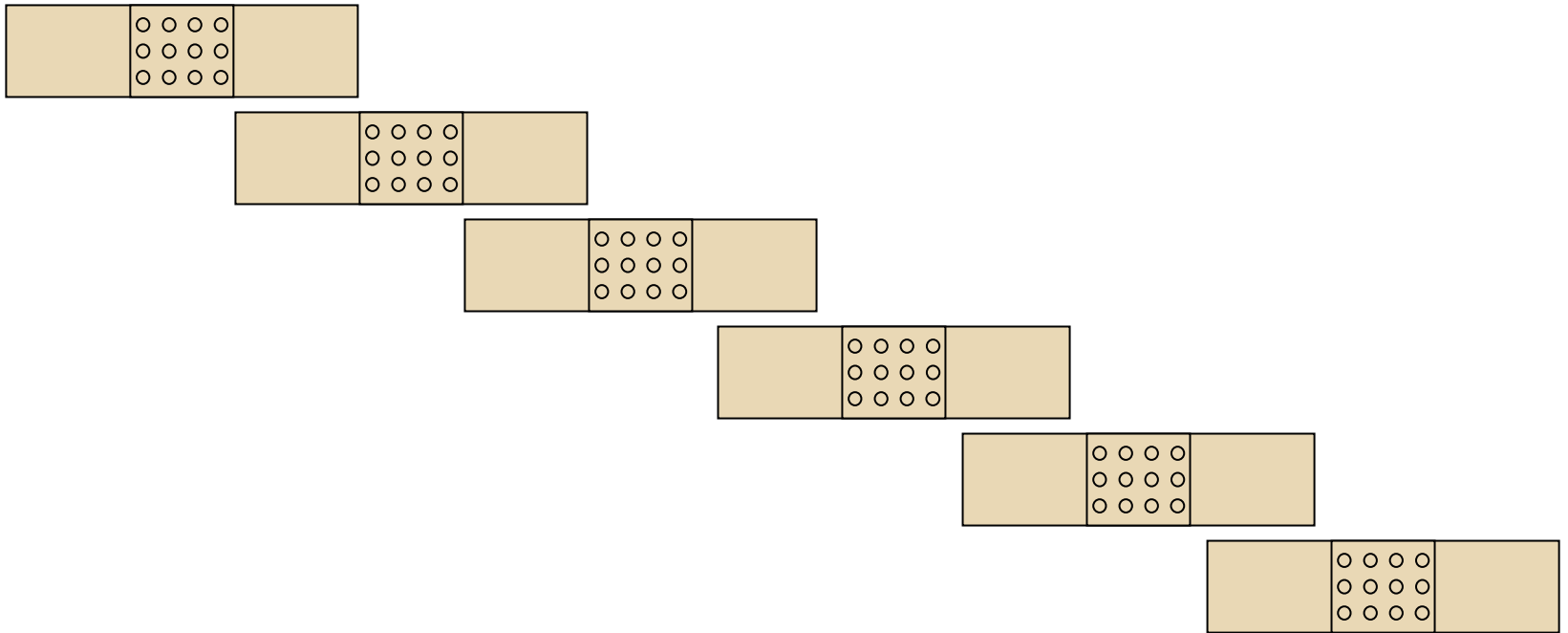
*Cooperation/Communications/Information Sharing?*



What we have here is a failure to communicate. *I can't believe I said that!*

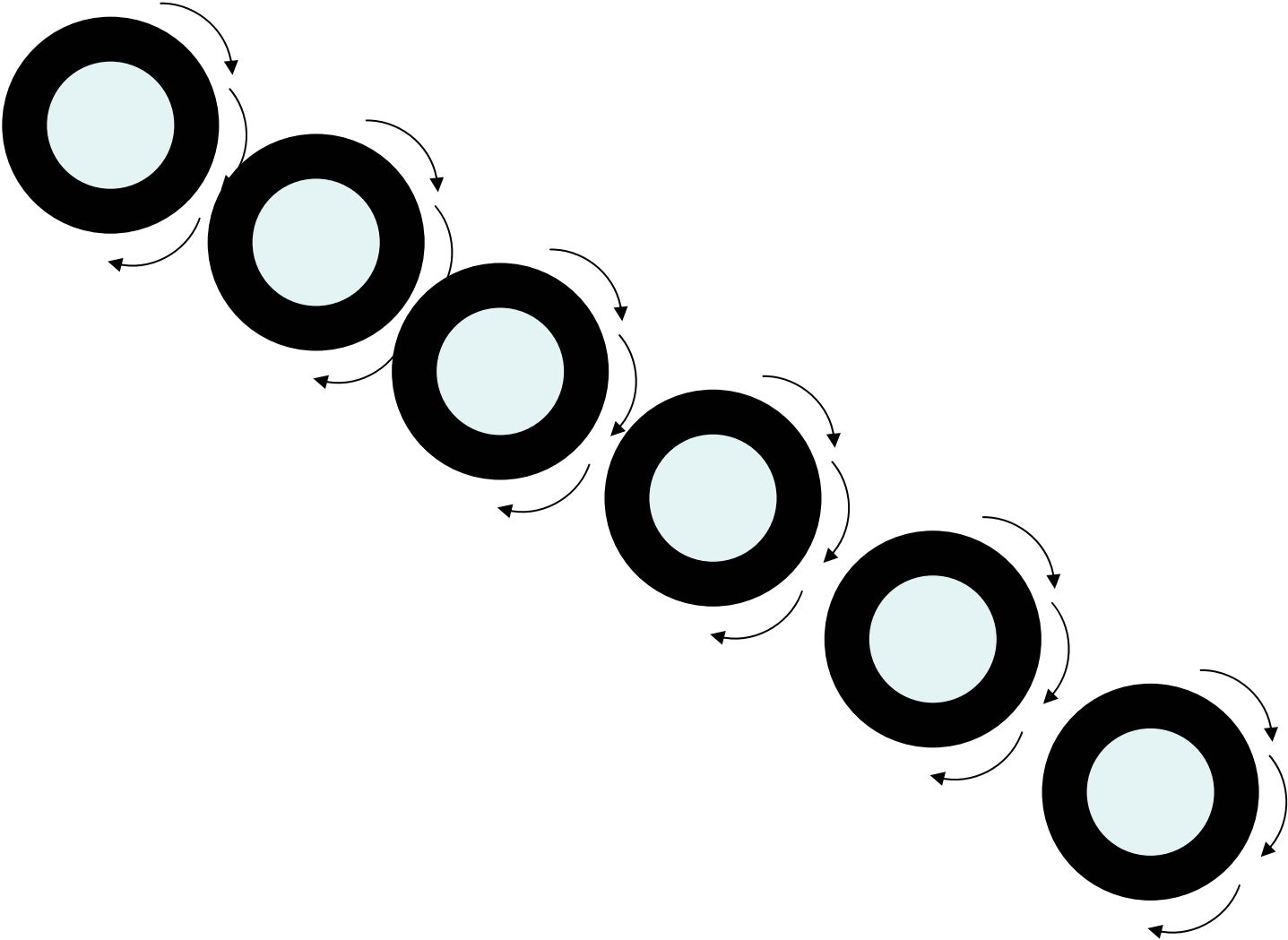
# Attempting to do PI in a Stove-Piped Dysfunctional Organization

***Results in:* Band-Aiding the problems**



# Band-Aids Fall Off

# And in Spinning Your Wheels



***And failure!***

***And failure!***

***And failure!***

***And failure!***

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# A Solution

- ◆ Get to the root causes of the problem(s), fix the organization - Conduct an Organizational Analysis

# What is Organizational Analysis?

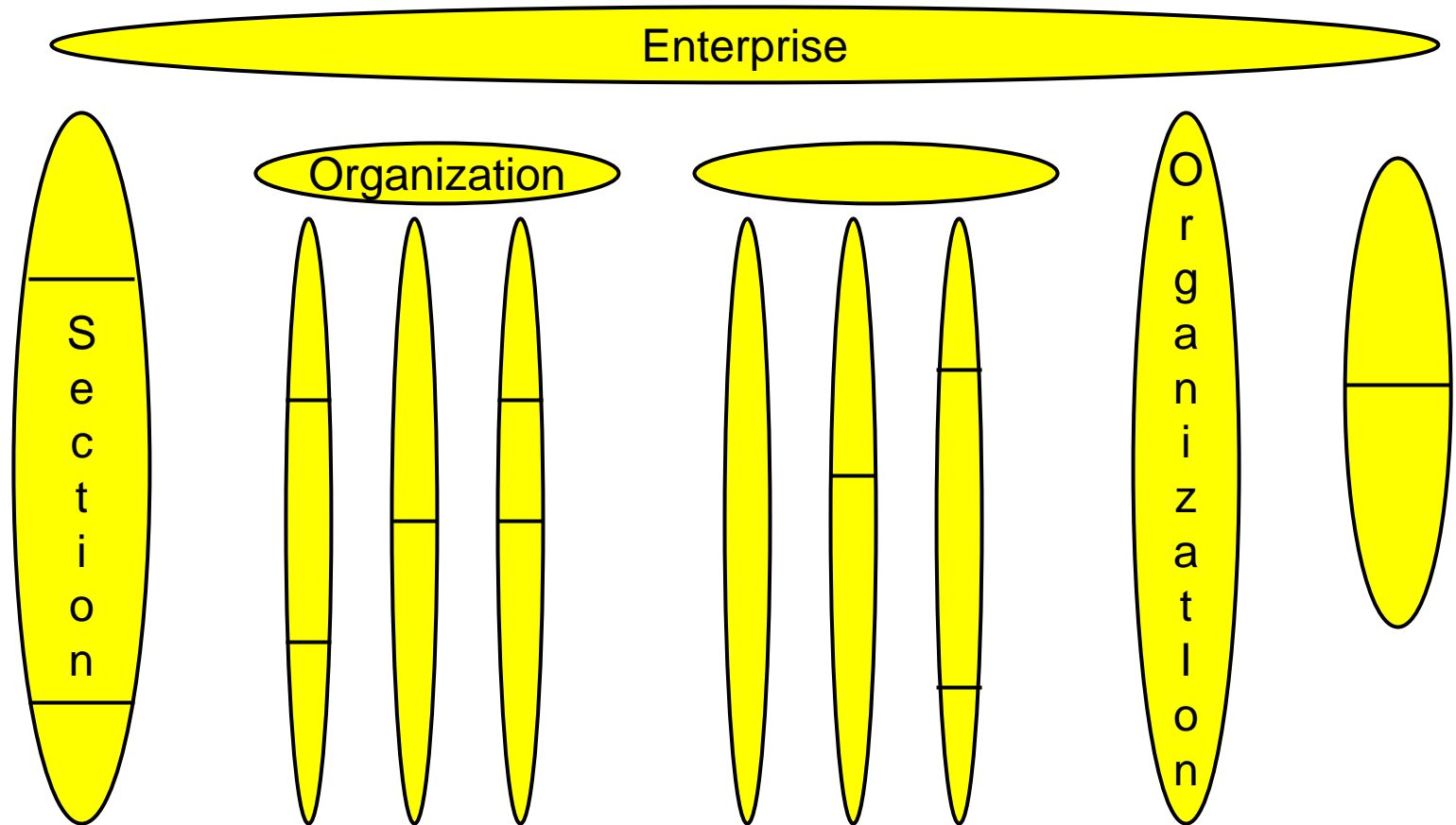
- ◆ An organizational analysis is an assessment of an organization to determine the current “As-Is” state of the organization, to propose a “To-Be” state, and to develop a plan and schedule to achieve the desired state
- ◆ The intent is to uncover and correct root causes of problems and break down barriers which prevent organizations from functioning as cohesive and seamless units. This results in an organization where:
  - Information is shared
  - Communications are wide spread
  - Roles and responsibilities are assigned
  - Ownership is accepted
  - Accountability is exercised
  - Synergism is the rule
  - Re-work is minimized
  - Bureaucracies are non-threatening
  - Cost and schedules are adhered to
  - Disarray and chaos are non-existent
  - Fire-fighting is minimized

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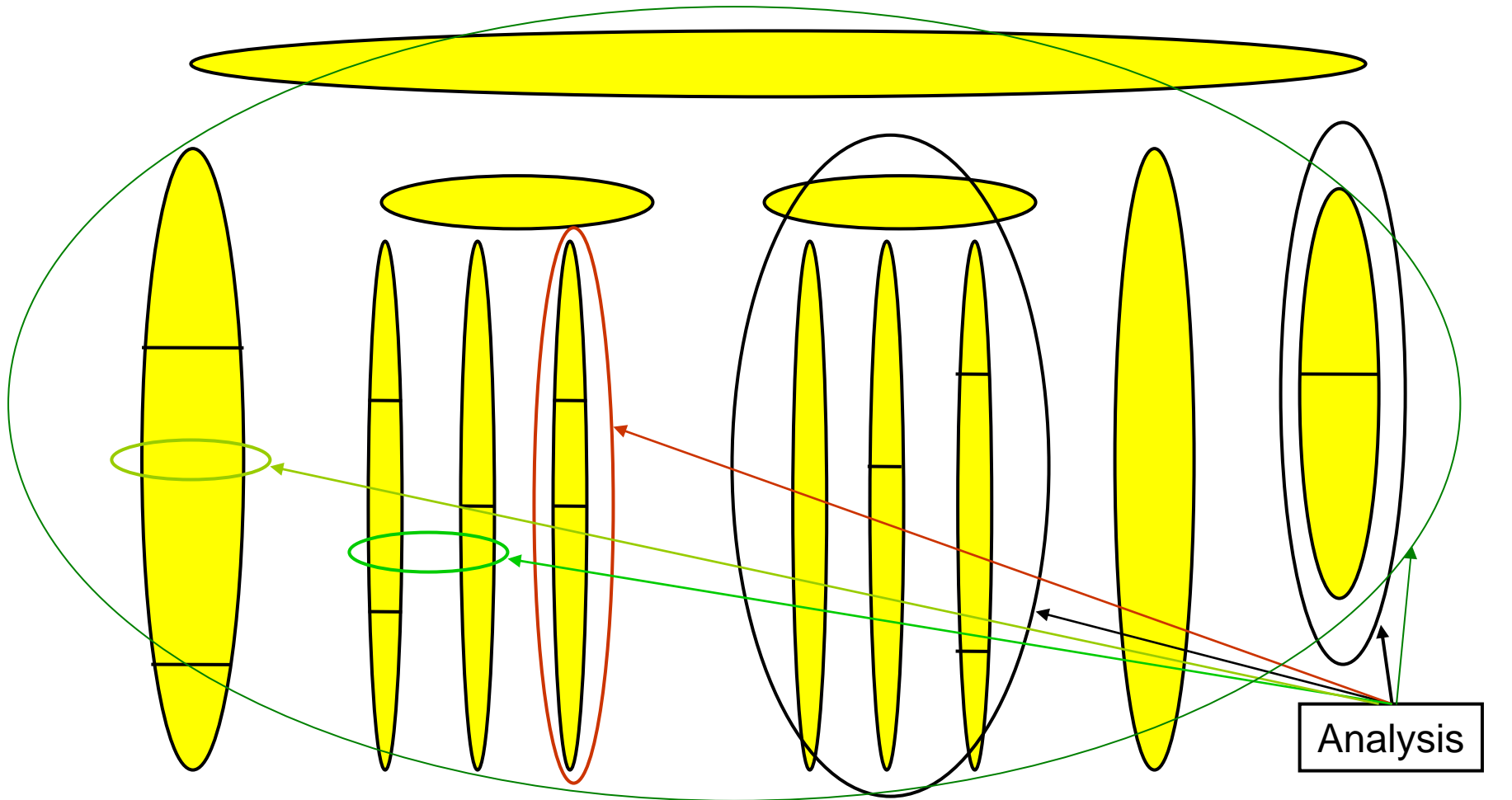


# Configuration of Organizations



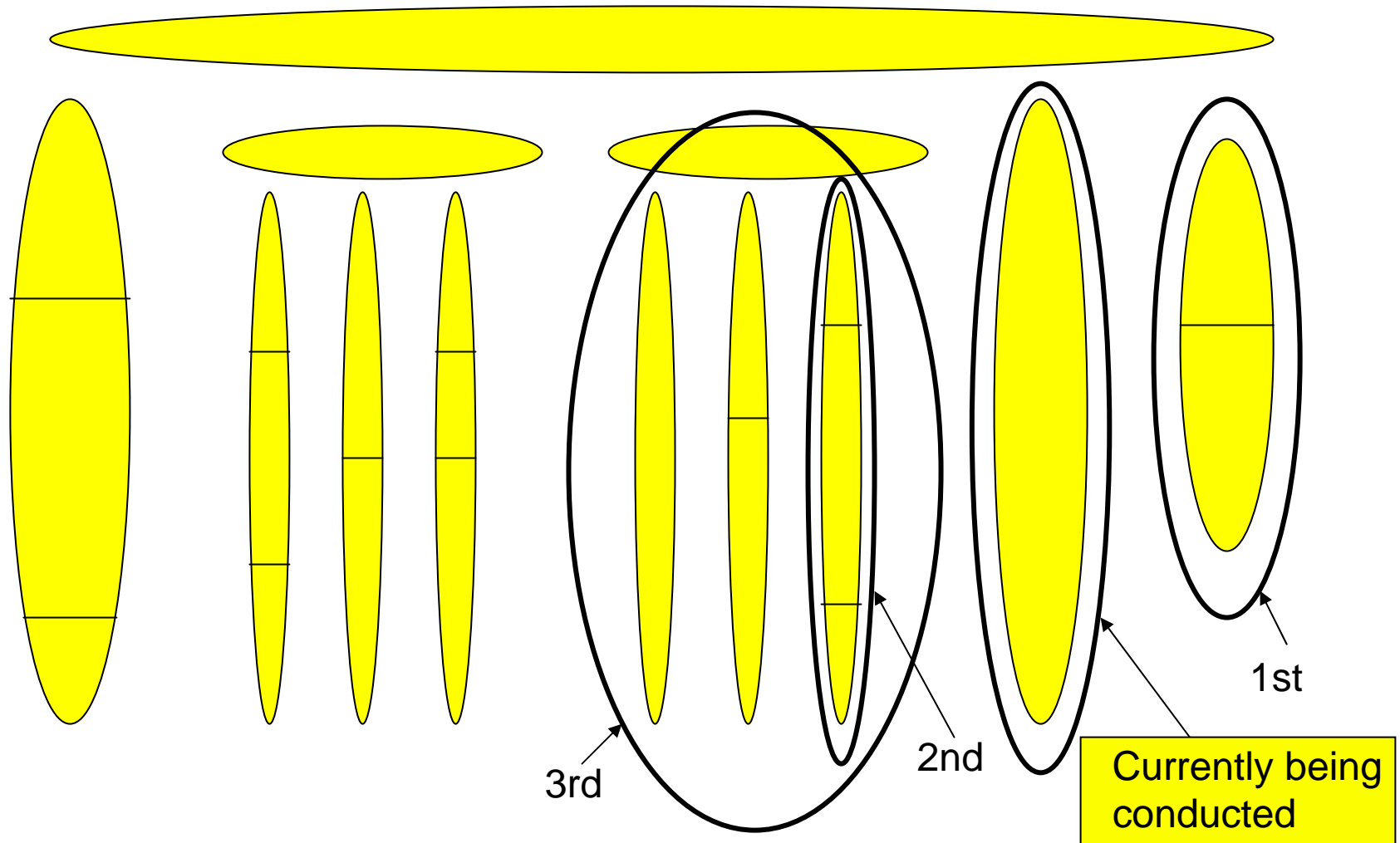
Organizations can exist in various configurations

# Levels of Organizational Analysis




Organizations analysis can be accomplished at various levels of the organization(s)

# Organizational Analyses Conducted



# Where Are We?

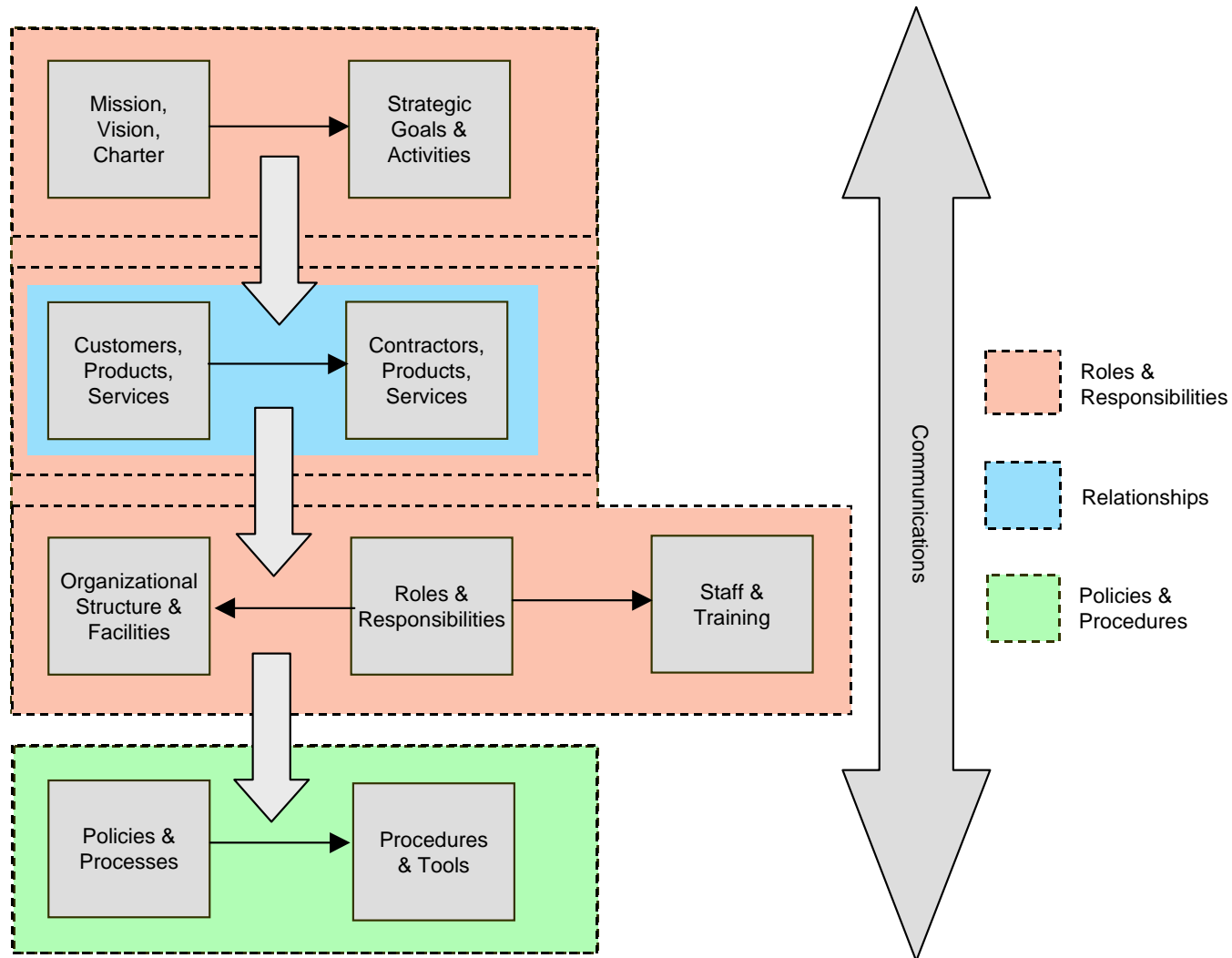
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# What Elements are investigated during an Organizational Analysis?

- ◆ Mission
- ◆ Vision
- ◆ Strategic Goals
- ◆ Charters
- ◆ Organizational Structures
- ◆ Contractors
- ◆ Suppliers
- ◆ Customers
- ◆ Stakeholders
- ◆ Products
- ◆ Services
- ◆ Roles
- ◆ Responsibilities
- ◆ Activities
- ◆ Accountability
- ◆ Ethics
- ◆ Communications
- ◆ Information Sharing
- ◆ Facilities
- ◆ Resources
- ◆ Tools
- ◆ Personnel
- ◆ Skills
- ◆ Training
- ◆ Policies
- ◆ Processes

NOTE: not all these need to be investigated in any one Organizational Analysis  
These can be used as a "shopping list" to determine the scope of a specific Organizational Analysis

# What Elements are investigated during an Organizational Analysis? (concl.)



# Some Organizational Elements Defined

- ◆ **MISSION** - The mission of an organization relates top-level business objectives that an organization is chartered to accomplish and support. The mission is usually reflected in a succinct and precise statement that the organization constructs, endorses, and follows.
- ◆ **VISION** – The vision is where the organization desires to advance itself in the future in relation to expanding or changing its mission.
- ◆ **STRATEGIC GOALS** – Strategic goals are high-level goals that the organization has to achieve in order to meet its mission and vision.
- ◆ **CONTRACTORS** – Contractors provide products and/or services to the organization.
- ◆ **CUSTOMERS** – The organization's customers are those that receive products and/or services from the organization.

# Some Organizational Elements Defined (cont.)

- ◆ **KEY STAKEHOLDERS** – Key individuals or groups that have a vested interest in the activities, products and services of your organization.
- ◆ **ACTIVITIES** – Actions that need to be executed and accomplished in support of developing, acquiring, and maintaining products and services.
- ◆ **ROLES** – The function and position of individuals and their expected behavior within the organization and with other stakeholders.
- ◆ **RESPONSIBILITIES** – Things for which individuals within the organization are responsible such as duty, obligation, and burden.
- ◆ **STAFF** – The individuals within the organization that need to have the appropriate skills and experience to satisfy their assigned roles and responsibilities.
- ◆ **TRAINING** – The training required to ensure that the staff obtains the required skills to satisfy their roles and responsibilities.



## Some Organizational Elements Defined (cont.)

- ◆ **TECHNOLOGY INSERTION** – Keeping up with technology innovations and the insertion of advanced technologies into the work environment and products.
- ◆ **ETHICS** – The rules and standards that govern the conduct of members of an organization and the general nature of morals and of the specific moral choices made by individuals in relationship to others.
- ◆ **COMMUNICATIONS** – The ability of individuals within the organization to communicate with each other, with interfacing organizations, and with other stakeholders. Open and clear lines of communications are necessary for individuals to adequately perform their roles and responsibilities.
- ◆ **INFORMATION SHARING** – The ability of organizations to share valuable information within the organization, with stakeholders, and with interfacing organizations.


## Some Organizational Elements Defined (cont.)

- ◆ **PROCESS** – The key activities that individuals conduct day-to-day to satisfy their roles and responsibilities and to produce or acquire products and services. Processes need to be documented, consistent and repeatable for both technical and management activities. Examples are processes for requirements management, configuration management, quality assurance, project planning, and risk management.
- ◆ **PROCEDURES** – Instructions that individuals follow in the execution of a specific process including the steps necessary to accomplish the activities within the process.
- ◆ **STANDARDS** – DoD or industry regulations that are required to be addressed when developing or acquiring products and services. Examples are documentation standards, safety standards, security standards, performance standards, and quality standards.

# Some Organizational Elements Defined (concl.)

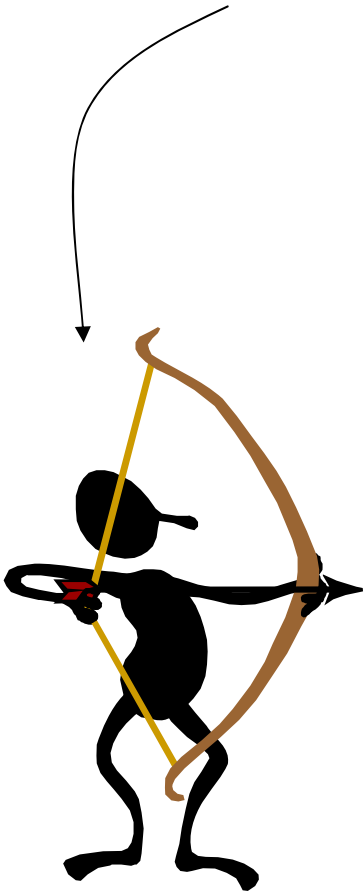
- ◆ **FACILITIES** – Physical building and rooms where the organization is housed including furniture and the proximity of individuals to each other.
- ◆ **RESOURCES** – Items required to ensure that staff can accomplish their roles and responsibilities, to develop and receive products and services, and to execute assigned activities. Examples of resources are budgets, funding, equipment, tools, and administrative support.

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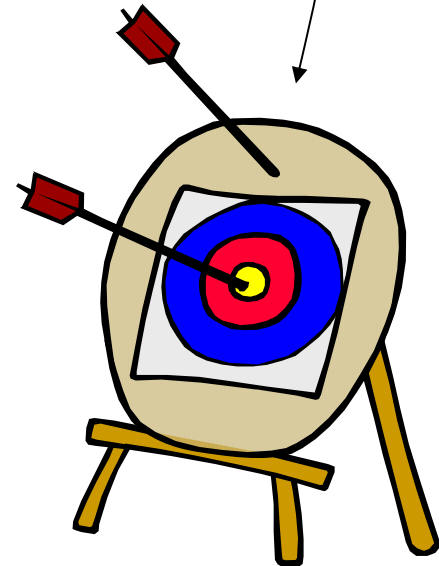
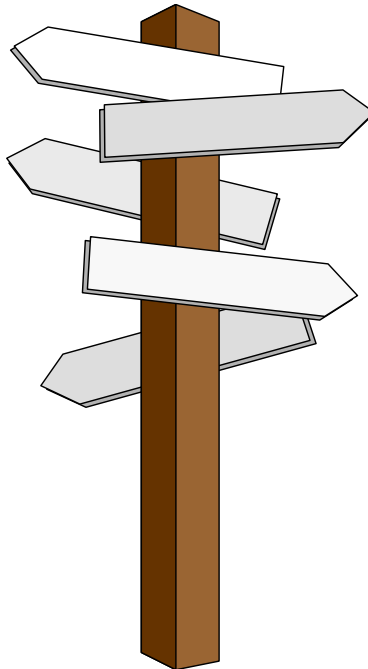
# The Big Picture

Where are you now?



Where do you want to get to?

What's the best way to get there?



# How is an Organizational Analysis Conducted?

- ◆ Get agreement with the organizations to do an organizational analysis
- ◆ Develop a plan for the analysis to include:
  - Objective of analysis
  - Elements to review
  - Schedule for analysis
  - Identification of participants
- ◆ Request documentation/artifacts on elements for review
- ◆ Construct
  - Questionnaire and/or
  - Interview questions
  - On organizational elements
- ◆ Interview and/or send out questionnaire to:
  - Executives
  - Managements and leads
  - Key staff members
  - Key stakeholders

Question may be different for executives, managers, staff and stakeholders

# How is an Organizational Analysis Conducted? (concl.)

- ◆ Questions need to include:
  - What is the current state?
  - What do you think the future state should be?
    - ❖ What do you want to be when you grow up?

Results in an “As-Is” state and a proposed “To-Be” state of the organization

# Organizational Analysis Questionnaire

- ◆ An example of typical questions asked about Strategic Goals:
  - Does the organization have strategic goals?
  - Do you know what the strategic goals of the organization are?
  - Are the strategic goals well published?
  - Does staff receive exposure to the strategic goals?
  - If there are no strategic goals what do you think they should be?
  - Please provide additional comments
    - ❖ Will not be attributed to individuals

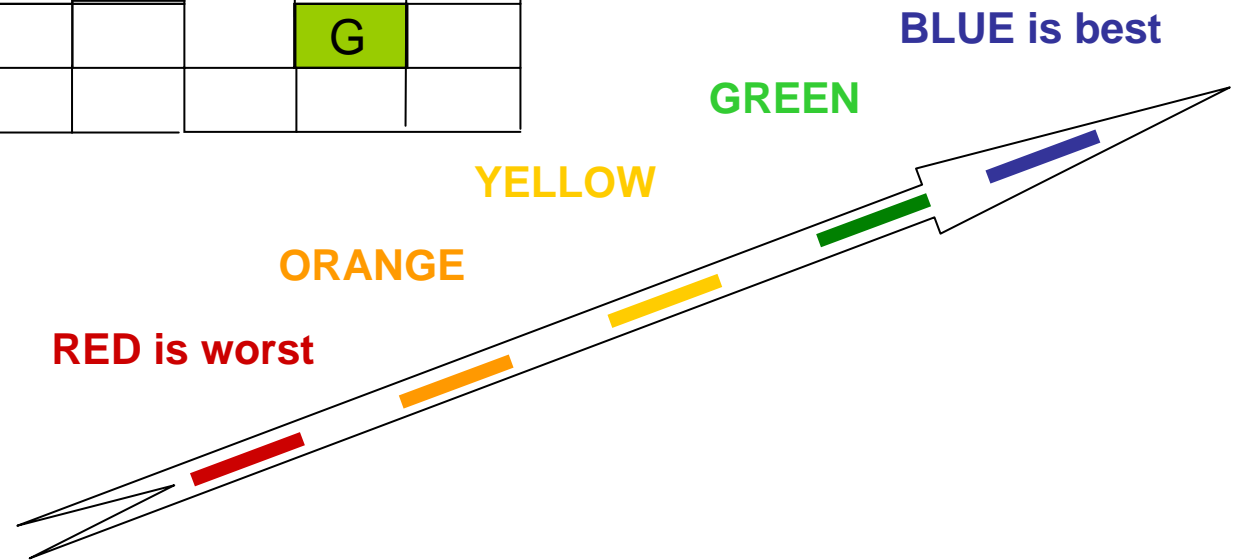
Important that it is understood that responses are not attributed to Individuals  
in order to obtain honest results



# Results can be Depicted in an Executive Dashboard

Mission		O			
Vision			Y		
Strategic Goals					B
...					
Policies	R				
Processes		O			
Procedures				G	
...					

Analysis of the responses results in an "As-Is" State of the Organization



*Next the organizations prioritizes the elements in order of importance (As-Is state analyses and prioritization shown later in example)*

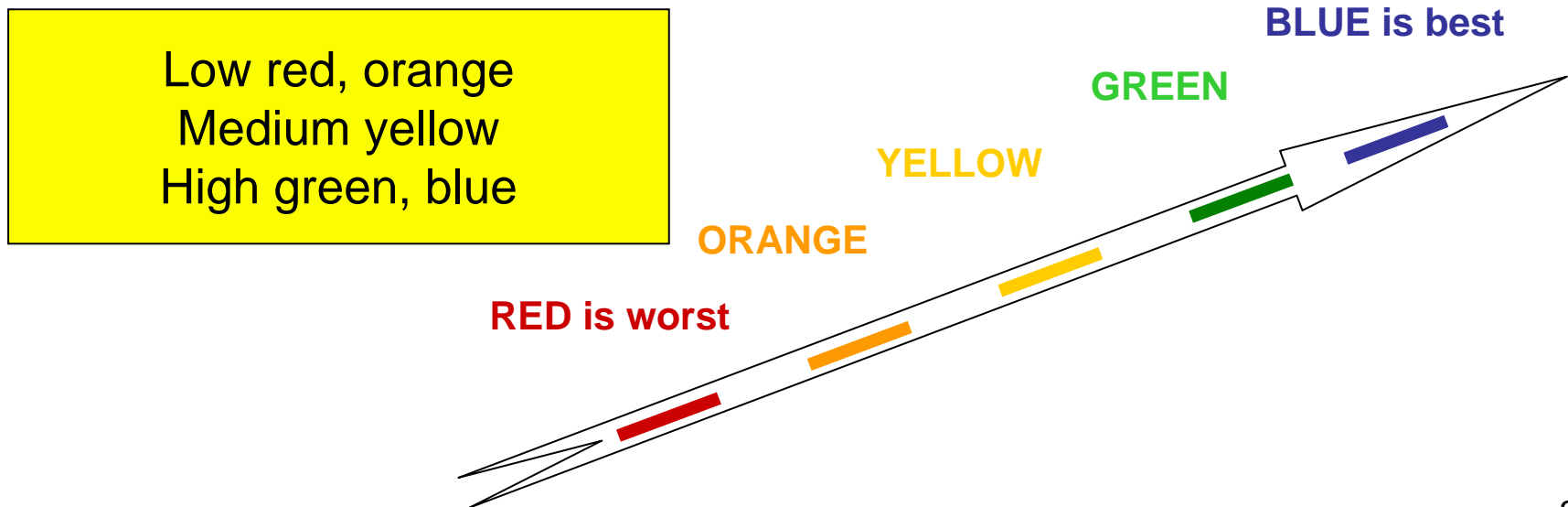
# Next

- ◆ Resolve misunderstandings/issues/conflicts in the results. May require:
  - Brain-storming sessions
  - Additional objective non-attribution investigations
    - ❖ Questionnaires
    - ❖ Interviews
- ◆ The respondents agree on the results
- ◆ Evaluate Priorities vs. Executive Dashboard results
- ◆ Develop a “To-Be” strategy and plan
  - Based on the evaluation of Priorities/Executive Dashboard/Comments Received
    - ❖ Near term plan
    - ❖ Mid term plan
    - ❖ Long term plan
- ◆ Execute plan

Misunderstandings, issues, and conflicts may be due to not understanding the questions, difference of opinions among respondents, further clarification of the current state, etc.

# Use of Priorities vs. Executive Dashboard

- ◆ Where a high priority item rates low in the dashboard
  - May be selected for near term plan
- ◆ Where a mid priority item rates medium in the dashboard
  - May be selected for mid term plan
- ◆ Where a low priority item rates high in dashboard
  - May be selected for long term plan
  - May not be selected for plan




# Comments Provided

- ◆ Can be used
  - To develop an understanding of organizational issues
  - As stepping stones for further discussions and ideas gathering
  - To harvest ideas for “To-Be” state
  - To support development of “To-Be” plan

The examples that follow will provide additional insight into the conduct of an Organizational Analysis

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# Example 1

- ◆ At a working session with a new DoD client, while starting to implement CMMI using a *FASTrack*<sup>3</sup> approach it was mentioned that the Director was planning to reorganize the organization
- ◆ I mentioned that too often organizations reorganize for the wrong reasons especially when things are not going right
  - They think that reorganizing solves problems
  - What really happens is that they are masking the problems and not getting to their root causes
- ◆ I mentioned that I had conducted Organizational Analysis (OA) on organizations to uncover root causes of problems, fix them, and prevent them from recurring

*FASTrack* is a method to quickly implement change in an organization avoiding the many impediments that plague change

# Example 1

- ◆ I briefly explained what an Organizational Analysis (OA) is
  - I mentioned that an OA may discover that a reorganization may not be necessary
  - But if reorganization is necessary, they now have a valid reason and a road map for this reorganization
- ◆ They got excited and suggested that I present my approach to the Director
- ◆ A meeting was arranged and I pitched my OA approach
- ◆ At first she hesitated
  - Was initially apprehensive about what she might learn
- ◆ Later she was willing to accept the consequence
  - Asked me to conduct the OA

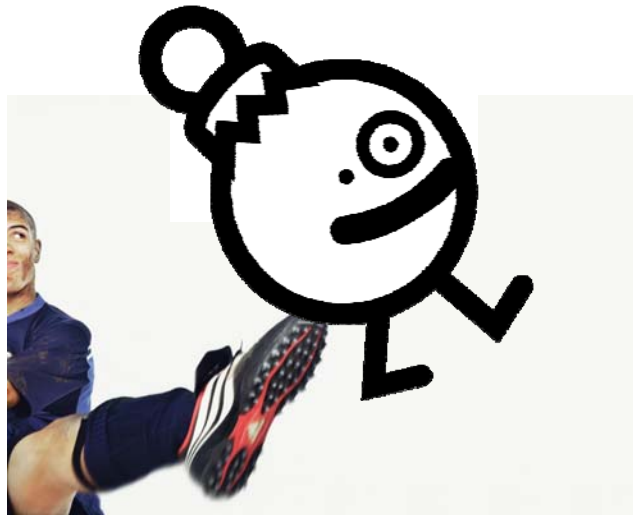
## Example 1

# Very Important

*When explaining OA you need to state that you do not mean to imply that:*

- ◆ Their organization is stove piped and/or dysfunctional, **BUT:**
  - Most suffer from some of the symptoms presented
  - Any one or any number of these may be impediments to change

This is very important unless you want to get kicked out of their office





## Example 1

# Questionnaire Developed

- ◆ Only questionnaire used
- ◆ No interviews conducted
- ◆ This method is faster and less intrusive than interviewing
  - But does not yield as much information
- ◆ The following 20 elements were in the questionnaire:
  - Mission
  - Vision
  - Strategic Goals
  - Contractors
  - Customers
  - Key Stakeholders
  - Activities
  - Roles
  - Responsibilities
  - Staff
  - Training
  - Technology Insertion
  - Ethics
  - Communications
  - Information Sharing
  - Process
  - Procedures
  - Standards
  - Facilities
  - Resources

## Example 1

# Questionnaire Sent Out

### ORGANIZATIONAL ANALYSIS QUESTIONNAIRE

An organizational analysis is an assessment on an organization to determine the current “As-Is” state of the organization, to propose a “To-Be” state and to develop a plan and schedule to achieve the desired state. The intent is to uncover and correct root causes of problems that may exist which prevent an organization from functioning as a cohesive and seamless unit where:

- ◆ Information is shared
- ◆ Communications are wide spread
- ◆ Roles and responsibilities are assigned
- ◆ Ownership is accepted
- ◆ Accountability is exercised
- ◆ Synergism is the rule
- ◆ Re-work is minimized
- ◆ Bureaucracies are non-threatening
- ◆ Cost and schedules are adhered to
- ◆ Disarray and chaos are non-existent
- ◆ fire-fighting is minimized

Enter “YES”, “NO”, “DNK” if you do not know, and “NA” if not applicable. If the answer is “No” go to the next logical question. You are encouraged to insert comments that further describe your knowledge of the area that the question refers to. These comments will support the establishment, enhancement and understanding of the specific area and will support the definition of the “To-Be” state. The final report will consolidate responses and will not attribute responses to individuals; feel free to express your true feelings. The only person that will see the raw information is independent of the organization.

Name of Individual: \_\_\_\_\_ Date: \_\_\_\_\_

## Example 1

# Questionnaire Responses (*Sample as Returned*)

- ◆ Following are samples of returned questionnaires
- ◆ Each individual returned a complete set for all elements in the survey
  - All elements presented earlier were used
- ◆ The samples here are a few from only one individual

## Example 1

# Questionnaire Responses (Sample as Returned) (cont.)

QUESTIONS	YES NO DNK NA	COMMENTS
<b>MISSION</b> - The mission of an organization relates top-level business objectives that an organization is charted to accomplish and support. The Mission is usually reflected in a succinct and precise statement that the organization constructs, endorsed and follows.		
Do you know what the mission of the organization is?	YES	
Is the mission well published?	YES	
Does staff receive exposure to the mission?	YES	
<b>VISION</b> – The vision is where the organization desires to advance itself in the future in relation of expanding or changing its mission.		
Does the organization have a vision?	YES	The vision is readily available, but many employees are not aware of it.
Is the vision well published?	YES	
Do you know what the vision of the organization is?	YES	
Does staff receive exposure to the vision?	NO	
If there is no vision what do you think it should be?	→	
<b>STRATEGIC GOALS</b> – Strategic goals are high-level goals that the organization has to achieve in order to meet its mission and vision.		
Does the organization have strategic goals?	NO	Strategic Goals: Establish open communication with the users (Test Teams, System Developers, etc.). Explore all areas of funding. Maximize testing and training where possible.
Do you know what the strategic goals of the organization are?	NO	
Are the strategic goals well published?	NO	
Does staff receive exposure to the strategic goals?	NO	
If there are no strategic goals what do you think they should be?	→	

## Example 1

# Questionnaire Responses (Sample as Returned) (cont.)

QUESTIONS	YES NO DNK NA	COMMENTS
<b>ROLES</b> – The function and position and their characteristics of individuals and their expected behavior within the organization and with other stakeholders.		
Are there descriptions of the various roles within the organization?	N	There are job descriptions, but nothing on how to support or manage stakeholders. Nor have I seen anything on the functions of individuals or expected behavior to conduct within the organization.
Are these documented and can you briefly describe the ones that apply to you?	Y	
Does your manager or supervisor review them with you initially and as needed?	N	
Do you review them with your subordinate initially and as needed?	N	
<b>RESPONSIBILITIES</b> – Relates to things for which individuals within the organization are responsible for such as duty, obligation, and burden.		
Are there descriptions of the various responsibilities within the organization?	N	
Are these documented and can you briefly describe the ones that apply to you?	N	
Does your manager or supervisor review them with you initially and as needed?	N	
Do you review them with your subordinate initially and as needed?	N	

## Example 1

# Questionnaire Responses (Sample as Returned) (concl.)

QUESTIONS	YES NO DNK NA	COMMENTS
<p>COMMUNICATIONS – The ability of individuals within the organization to communicate with each other, with interfacing organizations, and with other stakeholders. Open and clear lines of communication are necessary for individuals adequately perform their roles and responsibilities.</p>		
Does the organization have open door policy with management?	DNK	<p>→ Weekly</p> <p>→ Walk around and inform, short weekly papers, or post notes.</p>
How useful is it?		
Does the organization identify key points-of-contact (POC) for communicating important information?	Y	
Are POCs published?	Y	
Are informational and status meetings held with the staff and how often?	Y	
Are informational status reports generated and how often?	N	
Are teambuilding sessions held and how often?	Y	
Do you find them useful?	N	
Can you please make any recommendations to ensure that individuals have open and clear lines of communications with management, each other and all stakeholders?		

## Example 1

# Questionnaire Results

- ◆ Nine responses were received (*including one from director*)
- ◆ The following compiled results reflect the “As-Is” state of the organization:
  - Executive Dashboard (Red, Orange, Yellow, Green, Blue)
  - Based on the responses to questions

## Example 1

# Questionnaire Compiled Results *(sample)*

	RESPONSES	1	2	3	4	5	6	7	8	9	T
<b>MISSION</b>											
Do you know what the mission of the organization is?		1	1		1	1	1		1	1	7
Is the mission well published?		1	1	1	1		1		1	1	7
Does staff receive exposure to the mission?		1		1			1		1	1	5
<b>Totals</b>		3	2	2	2	1	3	0	3	3	19
<b>VISION</b>											
Does the organization have a vision?		1					1		1		3
Is the vision well published?		1					1		1		3
Do you know what the vision of the organization is?		1					1		1	1	4
Does staff receive exposure to the vision?		1					1			1	3
<b>Totals</b>		4	0	0	0	0	4	0	3	2	13
<b>STRATEGIC GOALS</b>											
Does the organization have strategic goals?		1					1				2
Do you know what the strategic goals of the organization are?		1					1				2
Are the strategic goals well published?		1					1				2
Does staff receive exposure to the strategic goals?		1					1				2
<b>Totals</b>		4	0	0	0	0	4	0	0	0	8

1s represent "Yes" answers to the questions



# Example 1

# Consolidated Results- Executive Dashboard

py	Individuals Responding→	1	2	3	4	5	6	7	8	9	TY	PY	%Y	
3	Mission	3	2	2	2	1	3	0	3	3	19	27	0.70	Y
4	Vision	4	0	0	0	0	4	0	3	2	13	36	0.36	R
4	Strategic Goals	4	0	0	0	0	4	0	0	0	8	36	0.22	R
2	Contractors	2	2	2	2	2	2	2	2	2	18	18	1.00	B
2	Customers	2	2	2	2	2	2	2	2	2	18	18	1.00	B
2	Key Stakeholders	2	2	0	0	2	2	2	2	2	14	18	0.78	Y
4	Activities	4	3	3	0	0	4	0	4	4	22	36	0.61	O
4	Roles	4	0	2	0	0	4	0	0	2	12	36	0.33	R
4	Responsibilities	4	0	2	0	0	4	0	0	4	14	36	0.39	R
2	Staff	2	1	2	0	1	1	0	1	2	10	18	0.56	O
3	Training	3	2	3	3	2	3	2	3	3	24	27	0.89	G
2	Technology Insertion	2	2	1	1	2	2	1	1	2	14	18	0.78	Y
4	Ethics	2	2	1	2	2	2	1	0	3	15	36	0.42	O
7	Communications	7	1	2	4	4	6	5	7	6	42	63	0.67	O
5	Information Sharing	5	1	2	1	1	1	3	1	3	18	45	0.40	O
3	Process	3	0	3	0	0	0	0	0	2	8	27	0.30	R
3	Procedures	3	0	0	0	0	2	0	0	2	7	27	0.26	R
3	Standards	4	3	0	2	2	2	0	3	2	18	27	0.67	O
3	Facilities	3	3	3	3	1	2	0	3	0	18	27	0.67	O
4	Resources	3	2	3	4	2	3	1	1	4	23	36	0.64	O

Key on following slide

## Example 1

# Key to Executive Dashboard

**py** - Possible yes's per item

**TY** - Total number of yes's for all responses

**PY=py\*9** - Possible yes's for all responses

**%Y=TY/PY** - Percent of yes's

**Color=%Y**

**RED**=<39%

**ORANGE** =40%-69%

**YELLOW**=70%-84%

**GREEN**=85%-94%

**BLUE**=>95%

## Example 1

# Comments Received

- ◆ The following are samples of comments received
- ◆ More than 250 comments were received

## Example 1

# Comments Received (cont.)

### ◆ Mission

- The mission statement too broad.
- The mission statement lacks focus and direction.
- I feel that very few individuals internal and external understand the mission and several internal are not working to accomplish it.
- Don't recall ever seeing a mission statement.
- Mission is published in official document available on the Intranet and the mission is used in most briefings. On the other hand, I know from recent discussions that some don't know the mission clearly.

## Example 1

# Comments Received (cont.)

### ◆ Roles

- Chief of Ops Division provides technology support to all the local test directorates and to the forward directorates as required.
- Develop, modify and acquire technology to support the test requirements.
- There are job descriptions, but nothing on how to support or manage stakeholders.
- I have not seen anything on the functions of individuals or expected behavior to conduct within the organization.

## Example 1

# Comments Received (cont.)

### ◆ Responsibilities

- Responsible for providing technology support for all operational tests of the local directorates and for developing technology to support those tests.
- Funds management, personnel management, direct test support mission accomplishment, management of contractor response to tasks/requirements.
- The only thing that comes close to listing responsibilities is the performance appraisal.

## Example 1

# Comments Received (cont.)

### ◆ Training

- More technical courses needed, the limitation is funds available.
- There is no certification process or training for M&S or Instrumentation Engineers.
- We need also to stay current with DoD doctrine for unit behaviors and capabilities.
- Training should consist of communication, contracting, briefing (presentations), and organizational.
- Certain courses are mandatory for all civilians, such as Prevention of Sexual Harassment, Drug & Alcohol Awareness, etc. However, there is no structured training program specifically pertaining to engineering, M&S, or program management skill areas required for the job.

## Example 1

# Comments Received (concl.)

### ◆ Resources

- Do not now have the required budget to properly accomplish our roles and responsibilities while executing our activities, but we think it is going to get better.
- The admin folks make us do our own admin tasks now. We arrange our own travel, submit our own vouchers, and edit our own documents. I don't know what they do or why they are here any more.
- Small office, inadequate storage space, little or no funding to purchase jump drives, etc. Most personnel probably purchase some equipment, such as jump drive storage devices out of personal funds.
- This organization may need more in terms of security assurance, DITSCAP, threat, data management and program management.
- Need better collaboration tools.



## Example 1

# Follow-up email

- ◆ Director sent out a follow-up email
- ◆ Requesting the 9 that responded to the survey to prioritize the elements in order of importance

## Example 1

# Follow-Up email (concl.)

BCC Addressees - A few weeks ago you completed an Organizational Survey. I appreciate the time you took to respond to the questions and provide additional information. I'm now asking that you assess the importance to you of 20 topics related to the survey areas. Just put a 1-to-5 assessment of Importance to You in front of each of the 20 areas. You can send your responses to me or to Al Florence.

1-low, 5-high What is the Importance to You of each of the following:

- \_\_\_ 1. Published mission statement
- \_\_\_ 2. Published vision statement
- \_\_\_ 3. Published strategic goals
- \_\_\_ 4. Identification of contractors responsible for products
- \_\_\_ 5. Identification of customers for organizational products
- \_\_\_ 6. Identification of key stakeholders for products.
- \_\_\_ 7. Documentation of key activities linked to each employee
- \_\_\_ 8. Documentation of key roles linked to each employee
- \_\_\_ 9. Documentation of your responsibilities
- \_\_\_ 10. Documentation of staff skills/experience required for each position
- \_\_\_ 11. Training to accomplish your mission
- \_\_\_ 12. Policy, procedures and actions for technology insertion
- \_\_\_ 13. Published DoD Ethics Standards of Conduct
- \_\_\_ 14. Communications and status meetings at division level
- \_\_\_ 15. Policy regarding information sharing
- \_\_\_ 16. Process to accomplish day-to-day activities
- \_\_\_ 17. Detailed Procedures to support the execution of the processes
- \_\_\_ 18. Documented standards for products and services.
- \_\_\_ 19. Facilities including collocation of team
- \_\_\_ 20. Resource to accomplish your mission and activities

Thanks, Jane Doe

# Example 1

## Priorities

	Individual Responding	1	2	3	4	5	6	7	8	9	T	P
Published mission	Individual Priorities	3	5	4	5	3	1	3	3	3	30	3.33
Published vision		3	5	4	4	1	1	3	3	3	27	3
Published strategic goals		3	5	4	4	1	1	3	3	3	27	3
Identification of contractors responsible for products		3	5	3	3	2	1	4	5	5	31	3.44
Identification of customers for organizational products		4	3	4	2	2	4	5	2	3	29	3.22
Identification of key stakeholders for products		3	5	3	3	2	2	4	5	5	32	3.55
Documentation of Key Activities linked to each employee		4	3	4	2	2	4	5	2	3	29	3.2
Documentation of Key Roles linked to each employee		4	3	4	2	2	2	5	2	3	27	3
Documentation of your responsibilities		5	3	5	2	2	4	3	3	3	30	3.33
Documentation of staff skills/experience required for each position		4	3	4	2	3	1	4	2	3	26	2.89
Training to accomplish your mission		3	4	4	2	2	3	5	5	5	33	3.67
Policy, procedures and actions for technology insertion		4	3	5	3	4	3	3	3	4	32	3.56
Published DoD Ethics Standards of Conduct		2	5	3	5	4	1	2	1	2	25	2.78
Communications and status meetings at division level		2	3	3	4	2	3	3	5	4	29	3.22
Policy regarding information sharing		2	3	3	2	2	1	2	5	5	25	2.78
Process to accomplish day-to-day activities		2	3	2	2	4	1	2	3	4	23	2.56
Detailed Procedures to support the execution of the processes		3	4	3	4	4	3	3	2	3	29	3.22
Documented standards for products and services		3	4	3	3	3	1	4	3	4	28	3.11
Facilities including collocation of team		3	3	4	4	2	1	3	2	3	25	2.77
Resource to accomplish your mission and activities		4	5	4	3	2	5	5	5	5	38	4.22

T = sum of all priorities

Average Priority (P) = T/9

## Example 1

# Priorities vs. Executive Dashboard

Priorities as voted			Executive Dashboard
	6	3.33	Y Mission
	10	3	R Vision
	10	3	R Strategic Goals
	5	3.44	B Contractors
	7	3.22	B Customers
	4	3.55	Y Key Stakeholders
	8	3.2	O Activities
	10	3	R Roles
	6	3.33	R Responsibilities
Ranking in Order of priorities	11	2.89	O Staff
	2	3.67	G Training
	3	3.56	Y Technology Insertion
	12	2.78	O Ethics
	7	3.22	O Communications
	12	2.78	O Information Sharing
	14	2.56	R Process
	7	3.22	R Procedures
	9	3.11	O Standards
	13	2.77	O Facilities
	1	4.22	O Resources

## Example 1

# First Cut at Near/Mid/Long Term Activities

- ◆ Near Term
  - Resources (tools, budget)
  - Training
- ◆ Mid Term
  - Key Stakeholders
  - Mission
  - Vision
  - Strategic Goals
  - Roles
  - Responsibilities/Activities
  - Staff (Skills/experience)
  - Process
  - Procedures
  - Standards
- ◆ Long Term
  - Communications/Information Sharing
  - Technology Insertion
  - Staff
- ◆ Ethics & Facilities received very low in priority

A report was compiled and sent it to the director

## Example 1

# Received From Director

Al,

You can critique my **near term** plan. I sorted all items in priority sequence from high to low. Then I assessed the ratings for the high priority items. That led me to this conclusion:

Three areas for improvement plan - **near term**:

- **Tools to accomplish your mission** - highest priority item and low rating  
(I've asked the team leaders for input on resources needed by their team members. In about a month, I'll follow-up with information to individuals. Recent priority need in one area for ear protection headphones was met as urgent requirement. I'll use that as an example of how needs can be met.)
- **Documentation of your responsibilities** - high priority item and lowest rating  
(Since having a standard operating procedure for each Organizational position is low priority, I understand the need to me clearly stating responsibilities for each person, not detailing how to do the work).

## Example 1

# Received From Director (concl.)

- **Process and other policy documents** - high priority item and lowest rating  
(Since having a standard operating procedure for each Organizational position is low priority, so our focus needs to be documenting Organizational-level processes, not focusing on how to do individual missions).


My intent was to brief this action plan during last week's 'all-hands' meeting. Had less than 50% attendance because of travel and ran out of time with other discussions. I'll now handle through a combination of Team Leaders' meetings and directorate email.

Your critique welcomed.

Jane

The organization is implementing this Near Term Plan starting with acquiring needed resources including tools.

# Where Are We?

- ◆ Introduction
- ◆ Dysfunctional/Stove Piped Organizations - Associated Problems
- ◆ A Solution - Organizational Analysis
- ◆ Organizational Structures
- ◆ Organizational Analysis Elements
- ◆ The Big Picture - How an Organizational Analysis is Conducted
- ◆ Organizational Analysis Example 1
-  ◆ Organizational Analysis Example 2
- ◆ Summary
- ◆ Reference
- ◆ Questions/Answers/Discussion/Comments
- ◆ Contact Information



## Example 2

- ◆ Conducted on a civil agency
- ◆ Done by interviewing only, no questionnaire
  - This method takes longer than sending out questionnaire
  - Is intrusive on the organization
  - Interview questions need to be open ended
    - ❖ If “Yes/No” questions asked they need to be followed up with request for supporting data such as:
      - An artifact
      - A memo
      - A document
      - Meeting minutes
- ◆ Individuals interviewed
  - Executive management
  - Senior management
  - Supervisors
  - Key staff members
  - Key stakeholders

## Example 2

# Approach

- ◆ **Assess the current state of organization via research and interviews**
  - Identify mission and vision
  - Analyze capability to meet the mission
  - Identify improvement opportunities
  - Make improvement recommendations
- ◆ **Recommendations to help organization in defining:**
  - A single enterprise repository of policies, procedures, and standards
  - A common high-level process view
  - Required roles and responsibilities
  - Key activities for interactions with major stakeholders

## Example 2

# Organizational Elements

- ◆ **MITRE identified ten major organizational elements or areas in which to assess the state of the organization, the elements are:**
  - Mission, Vision, and Charter
  - Strategic Goals and Activities
  - Customers, Products, and Services
  - Contractors, Products, and Services
  - Organizational Structure and Facilities
  - Roles and Responsibilities
  - Staff and Training
  - Policies and Process
  - Procedures and Tools
  - Communication

## Example 2

# Questions Asked

### ◆ Key to questions:

- E - questions for executives
  - M - questions for managers/supervisors
  - W - questions for worker bees
  - G - questions for anyone (some may not be appropriate for executives, you decide)
- ◆ When asking questions one may deviate from the canned questions as necessary
  - ◆ The answers to questions may elicit additional questions to gather all required information

## Example 2

# Questions

### ◆ Candidate questions for “Mission”

- Would you please explain the mission of the organization? E, G
- What do you think the mission of the organization is? E, G
- Is the mission of the organization documented? G
- Can you please provided us a copy? M

### ◆ Candidate questions for “Vision”

- Would you please explain the vision of your organization? G
- What do you think vision should be? G
- Is the vision of the organization documented? G
- Can you please provided us a copy? M

### ◆ Candidate questions for “Charter”

- Would you please explain the charter of your organization? G
- What do you think the charter of the organization is? G
- Is the charter of the organization documented? G
- Can you please provided us a copy? M

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Strategic Goals”

- Would you please explain the strategic goals of the organization? E, G
- What do you think these goals of the organization should be? E, G
- Are these goals documented? G
- Can you please provided us a copy? M

### ◆ Candidate questions for “Activities”

- Would you please explain the required activities to meet the strategic goals? G
- What do you think these activities should be? G
- Are these activities documented? G
- Can you please provided us a copy? G

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Customers”

- Would you please tell us who the customers of the organization are? G
- Which are internal or external to the organization? G
- Who are the end users of the organization’s products? G
- Who are your immediate customers? W
- Are these customers described anywhere? G
- Can we have a copy? M

### ◆ Candidate questions for customer “Products and Services”

- Would you please tell us what products the organization produces and for whom? G
- Would you please tell us what services the organization provides to its customers? G
- What do you think these products and services should be? G
- Are these products and services documented and/or described anywhere? G
- Can we please have a copy? M

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Contractors”

- Would you please tell us who the contractors of the organization are? G
- Who are the end users of the contractors’ products? G
- Are there statements-of-work (SOWs) for these contractors? G
- Can we have a copy? M

### ◆ Candidate questions for contractor “Products and Services”

- Would you please tell us what products the contractors produce and for whom? G
- Would you please tell us what services the contractors provide to their customers? G
- What do you think these products and services should be? G
- Are these products and services documented and/or described anywhere? G
- Can we please have a copy? M



## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Organization Structure”

- Do you have a diagram of the organization? G
- Is there text to support the diagram? G
- Are all stakeholders identified G
- Are responsibilities of all branches documented? G
- Are relationships to branches and other stakeholders documented? G
- Can you please provide us a copy? M

### ◆ Candidate questions for “Facilities”

- Can you please tell us where the Project Management organization physically resides? G
- Are individuals in close proximity to each other? G
- Is there diagram of the facility? G
- What are the room arrangements, furniture, and other facilities for items as computers and printers? W

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Roles”

- Where are position descriptions for the roles of the organization documented and can we please have a copy? M
- Can you please explain your roll within the organization? G
- What are the functions that you perform on a day-to-day basis? W
- Are these documented? G
- Can we have a copy? G

### ◆ Candidate questions for “Responsibilities”

- Can you please explain your responsibilities within the organization? G
- What duties do you perform on a day-to-day basis? W
- What outputs or outcomes are you responsible for? W
- Is this documented? G
- Can we have a copy? G

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Staff”

- Are the required skills and experience for the various roles of individuals documented? M
- Can you please provide this to us? M
- How do you ensure the staff members and project management have the required skills and experience for their roles? M
- Could you please tell us what skills and experience you have to support your day-to-day duties? W

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Training”

- Do you have a training program for individuals to augment the skills required for their roles and responsibilities? M
- Do you have a training schedule? M
- Where are the training requirements for individuals documented? M
- Do you maintain training records? M
- Can you please provide us copies of these? M
- What training do you receive to augment the skills required for your roles and responsibilities? G
- Where is this required training documented? W
- Do you have records of the training you have received? W
- Can we please have copies of these records? W

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Policy”

- What high-level policies do you have for the activities and processes required to conduct the functions of Project Management ? M
- Can you please provide them to us? M
- What high-level polices do you follow to conduct your required activities? W

### ◆ Candidate questions for “Process”

- What documented processes do you have for the execution of the day-to-day activities required to support your activities? G
- Can you please provide them to us? M
- How do you ensure that these processes are practiced as documented? G
- Please explain how these processes are consistent and repeatable? G
- Can you please tell us what processes exist to support your day-to-day activities? G

## Example 2

# Questions (cont.)

### ◆ Candidate questions for “Procedures”

- Do you have step-by-step documented procedures for the execution of the processes required to support staff and project management activities? G
- Can you please provide them to us? M
- How do you ensure these procedures are practiced as documented? M
- Please explain how these procedures are consistent and repeatable. G

### ◆ Candidate questions for ”Tools”

- Do you have a list of the tools that are used to support the day-to-day activities of the staff and project management? M
- Can we please have this list? M
- What tools do you use to support you day-to-day activities? W
- What training do you receive on these tools? G

## Example 2

# Questions (concl.)

### ◆ Candidate questions for “Communications”

- How do you ensure that individuals or Project Management have open and clear lines of communications with you, each other and other stakeholders? E, M
- How often are informational and status meeting held with the staff? G
- How often are informational and status reports published? G
- Can we please have some copies of these reports? M
- Do you have an open door policy for your staff to communicate with you? M
- Does your manager/supervisor have an open door policy for you to communicate with him/her? W
- Do you use this open door policy? Was it useful? W
- How often do you have teambuilding sessions? G
- Can you please explain if these teambuilding session are useful? G
- Do you have meeting minutes for status and teambuilding sessions? G
- Can we please have copies of meeting minutes? M

## Example 2

# Interviews Conducted

- ◆ Two Executives
- ◆ Two Managers
- ◆ Four Supervisors
- ◆ Three Key Stakeholders
- ◆ General staff
  - Four sets
  - 2 to 5 in each set
- ◆ Resulted in much valuable information



## Example 2

# Organizational Analysis Report

- Section 1: Introduction** - Defines the purpose of the assessment and the organization of this report
- Section 2: Executive Summary** - Provides a high-level overview of the approach, findings, and recommendations.
- Section 3: Current State** - Presents the results of the analysis reflecting the current state
- Section 4: Desired State** - Presents recommendations to achieve the desired state
- Section 5: Implementation Plan** - Presents the priorities, the plan, and schedule to develop and implement the recommendations
- Appendix A: Category Definitions** - Presents detailed descriptions of the categories that were assessed
- Appendix B: Consolidated Comments** - Presents the interview comments against the categories compiled and consolidated
- Appendix C: Interview List** - Presents a list of the interviews that were conducted by organization the individual belong to, name of individual, and date
- Appendix D: Acronym List** - Provides an alphabetical list of the acronyms used in this document and their definitions
- Appendix E: List of References** - Presents a list of references to augment this report.
- Appendix F: List of Implemented Recommendations** - Presents a list of items that have been developed and implemented

## Example 2

# Will Look At

- ◆ Summary of Findings
- ◆ Current “As-Is” State (*Executive Dashboard*)
- ◆ Samples of Comments Received
- ◆ Samples of Summary Recommendations
- ◆ Samples of Detailed Recommendations
- ◆ Analysis Mapped to Recommendations
- ◆ Follow-up Working Meetings
- ◆ Sample “To-Be” Transition Strategy
- ◆ Sample of “To-Be” Transition Plan/Schedule

## Example 2

# Summary of Findings

### ◆ **Mission, Vision and Charter**

- Mission and vision statements are not documented but some individuals have ideas as to what they should be
- Charter not documented but some comments were received on what the charter might be

### ◆ **Strategic Goals and Activities**

- Strategic goals are not documented although some individuals have ideas as to what they should be

### ◆ **Customers, Products and Services**

- Customers, products and services are well known but documentation, delivery schedules and oversight are generally missing

### ◆ **Contractors, Products and Services**

- Contractors, products and services are well known but documentation, delivery schedules and oversight are generally missing

### ◆ **Organizational Structure and Facilities**

- A detailed organizational chart and organizational documentation does not exist
- Staff is located on three different floors and most staff members have obsolete equipment

## Example 2

# Summary of Findings (concl.)

### ◆ Roles and Responsibilities

- Roles and responsibilities are in some cases known and being accomplished but are not documented
- Some roles and responsibilities are not assigned or assignments are not known so some individuals take on additional responsibilities

### ◆ Staff and Training

- Staff members have been adequate up to this point, for basic support of the web site, with the appropriate skills for their roles and responsibilities
- Training is generally lacking, especially as new products and services are introduced and for project and product management

### ◆ Policies and Process

- Policies are generally missing. Some processes exist but are not documented

### ◆ Procedures and Tools

- Some procedures exist but are not documented
- Some tools are being used but training on tools is missing

### ◆ Communications

- Communications are generally good throughout the entire organization

## Example 2

# Current “As-Is” State



<b>Mission (Yellow)</b>					
No mission statement written down					R
Many suggestions that need to be compiled into a mission statement		G			
<b>Vision (Yellow)</b>					
No vision statement written down					R
Many suggestions that need to be compiled into a vision statement		G			
<b>Charter (Yellow)</b>					
No charter written down					R
Many suggestions that need to be compiled into a charter		G			
<b>Strategic Goals (Yellow)</b>					
No strategic goals written down					R
Many suggestions that need to be compiled into strategic goals		G			
<b>Activities (Yellow)</b>					
Everyone understands the activities that are being conducted		B			
The activities are not documented in relation to the goals, roles and responsibilities they support					R

## Example 2

# Current “As-Is” State (cont.)



<b>Customers (Orange)</b>				
Everyone knows who their customers are		G		
Documentation on customers' information is minimal				R
<b>Customers' Products and Services (Orange)</b>				
Everyone knows what products and services are provided to their customers and are providing them		G		
Documented information on customers' products and services is minimal and processes are not established and followed for development and monitoring of delivery schedules				R
<b>Contractors (Orange)</b>				
Everyone knows who their contractors are		G		
Contractors' information is minimal and contractor monitoring is generally lacking				R
<b>Contractors' Products and Services (Orange)</b>				
Everyone knows what products and services their contractors provide		G		
Information on contractors' products and services is minimal and processes are not established and followed for development and monitoring of delivery schedules				R

## Example 2

# Current “As-Is” State (cont.)



<b>Organizational Structure (Red)</b>				
An organizational structure is not documented and an organization diagram does not exist				R
The relationships to interfacing organizations are not documented				R
<b>Facilities (Orange)</b>				
Staff is located on different floors			Y	
Some staff located in different building				O
<b>Roles (Red)</b>				
Not everyone knows and understands their roles				R
In some cases roles have not been documented and some individuals are duplicating efforts				R
<b>Responsibilities (Red)</b>				
Not everyone knows and understands their responsibilities				R
In some cases responsibilities have not been assigned to individuals and some staff members are taking on responsibilities that they feel are not being accomplished				O

## Example 2

# Current “As-Is” State (cont.)



<b>Staff (Yellow)</b>					
Staff seem to have the required skills to perform their roles					G
Responsibilities are somewhat in flux at this time, as content creation and publishing are transitioning to content owners					O
<b>Training (Red)</b>					
A formal training program or training plans do not exist					R
Very little training has been conducted; some feel they could use training on specific topics					R
<b>Policies (Red)</b>					
Policies generally do not exist					R
Policies for critical and essential activities, products and services do not exist					R
<b>Process (Red)</b>					
Processes are not documented but exist for some areas, such as content posting and investment decision, but missing in others, such as product, project, contract, and configuration management					R
Some processes are executed but not documented					R



## Example 2

# Current “As-Is” State (concl.)



<b>Procedures (Orange)</b>				
Some procedures exist but are not documented. Some are being developed for areas such as content posting and investment decision. Some are missing such as configuration management and quality assurance.				O
A few procedures are loosely documented in guidelines				O
<b>Tools (Red)</b>				
Some tools exist for some activities				O
Training on tools is generally inadequate				R
<b>Communications (Blue)</b>				
Communications are generally good throughout the entire organization	B			
Some managers have an open door policy and they respond in a timely fashion to staff members	B			

## Example 2

# Samples of Comments Received

### ◆ Lack of Clarity in Roles and Responsibilities

- Several people talked a lot about doing whatever it takes to get the job done, and they indicated that in the past they have gotten dinged at performance appraisal time because they were viewed as doing something that “wasn’t their responsibility”.
- It sounds like sometimes it’s not clear whose job it is to do certain things, or those things just are not getting done, so people pick up those tasks to make sure they get done.
- Fred’s group took over registration product from Sam, which was a huge help, but took away the clarity of roles.
- The prime contractor should be integrator of all the pieces, but there were issues of ownership, and it hasn’t been clear who should make decisions.
  - ❖ Plus, different parts of projects are owned by different groups, which further complicate communication and decision-making.

## Example 2

# Samples of Comments Received (cont.)

### ◆ Lack of Training

- The team members felt that it would be useful for them to attend technical forums to better understand requirements and what the users need to support development.
  - ❖ They indicated that they have not been allowed to attend many forums, or when they are allowed to go, they are designated as note takers.
  - ❖ They seemed to feel that even when they get to go, their need for being there is not recognized, while the other group seems to be very involved in the forums.
- The participants indicated that when product ownership was given to them, training on project management and oversight was lacking.
  - ❖ They also had to work with contractors, and were often a daily contact for the contractors, but they weren't really trained in contractor oversight – it was not clear to the team members what they should be pushing the contractor to do, as opposed to what they should be asking acquirer to do.
  - ❖ As a result, the contractor ended up driving the project. Incomplete requirements are due to the contractor constantly trying to limit the number of requirements and delaying some to later implementation, which seldom occurred. The contractor also has had a lot of turnover resulting in lost work and increasing the learning curve.

## Example 2

# Samples of Comments Received (concl.)

### ◆ Lack of Tools

- They do not have access to tools, like Rational Rose, except maybe in the lab, and some people do not have access to the lab, and do not have accounts to access needed software.
- They feel like they are pushing the limits to try to get around all their obstacles, but feel they should not have to work so hard to get around these sorts of obstacles, and in some cases are bending the rules to try to get the job done, and fear repercussion.
- After the requirements were baselined, they could not get access to view the latest requirements.
- The team members felt that it would be useful for them to attend forums to better understand requirements and what the users need to support development.

## Example 2

# Samples of Summary Recommendations

- ◆ Mission and Vision statements need to be created and published.
- ◆ Strategic Goals and a Charter to meet the Mission and Vision need to be created and published.
- ◆ An Organizational Structure that supports the Strategic Goals and Charter needs to be created and published.
- ◆ Roles and Responsibilities that support the organization and the achievement of the strategic goals need to be reviewed and updated as the organization changes.
  - Clear roles and responsibilities need to be assigned to individuals and these assignments documented.
- ◆ Existing policies, processes and procedures need to be reviewed and updated.
  - New ones to support the roles and responsibilities and the achievement of the Mission, Vision and Strategic Goals need to be developed and followed.

## Example 2

# Samples of Summary Recommendations (cont.)

- ◆ Key relationships with other organizations need to be defined in a way that supports the achievement of the Mission, Vision and Strategic Goals.
- ◆ Electronic equipment and tools need to support the roles, responsibilities, policies, processes and procedures, and need to be upgraded or acquired.
- ◆ Individuals in the organization need to be located in closer proximity to each other
- ◆ A training program that supports all the above needs to be created and executed.
- ◆ Computing equipment is obsolete and is affecting both moral and productivity.
  - State-of-the-art equipment would resolve this problem.

## Example 2

# Samples of Summary Recommendations (cont.)

### ◆ Staff

- Skills are needed in the following areas:
  - ❖ Technology, including XML, web services, and content management
  - ❖ Project and program management
  - ❖ Security
  - ❖ Telecommunications

### ◆ Training

- Training needs to include tools, processes and procedures, web site functions and capabilities, and policies and regulations
- Staff should be trained on the technologies being used for the web site, including Vignette, WebTrends, Akami
- Staff should be trained in project, program, and contract management

## Example 2

# Samples of Summary Recommendations (concl.)

### ◆ Procedures and Tools

- Detailed step-by-step procedures need to be developed to support the implementation and execution of the processes.
- Staff members need to have state-of-the-art electronic equipment and other tools to support their day-to-day activities. Some require laptop computers and some read/write CD capabilities. Some require project management tools.

### ◆ Communications

- Team building sessions need to be held and assignments need to be documented for each staff member.
- Effective communications will help staff members in understanding their roles and responsibilities and working as a cohesive organization.



## Example 2

# Samples of Detailed Recommendations

Role Performed	Roles & Responsibilities
Programmatic Oversight	<ul style="list-style-type: none"><li>• Develop Requests for Proposals (RFPs) and Statements of Work (SOWs) for contractors' products and services, when necessary.</li><li>• Develop and monitor schedules for contractor products and services.</li><li>• Conduct technical and programmatic oversight of contractors' activities that produce products and services.</li><li>• Review and approve contractor products and services</li><li>• Coordinate with Procurement on contract issues</li></ul>
CCB Chair	<ul style="list-style-type: none"><li>• Serve as one of three co-chairs of the CCB</li><li>• Suggest agenda items, and approve final agendas</li><li>• Provide welcome and introduction at each meeting</li><li>• Steer group according to charter (education, communication, <i>not</i> decisions)</li></ul>
Technical Oversight	<ul style="list-style-type: none"><li>• Contribute to and review all RFPs, SOWs, etc., for technical content</li><li>• Participate in requirements definition for content management and portal</li><li>• Participate in status meetings and design reviews for portal and applications</li><li>• Coordinate with steering committee on technical issues for the site</li></ul>
Technical Investigations	<ul style="list-style-type: none"><li>• Conduct frequent reviews and investigations into technologies for the portal</li><li>• Make recommendations for technology use or refreshment on the portal</li></ul>

## Example 2

# Samples of Detailed Recommendations (cont.)

Process Area	Description
Performance Management	<p>Manage the performance of activities that support the roles and responsibilities in producing products and conducting services, both from the contractors and Program office perspective. Processes may include:</p> <ul style="list-style-type: none"><li>• Product/Program/Project Management</li><li>• Contractor Management and Oversight</li><li>• Requests for Proposals</li><li>• Statements of Work</li><li>• Plans, Schedules &amp; Budgets</li><li>• Requirements Management</li><li>• Reviews</li><li>• Configuration Management</li><li>• Quality Assurance</li><li>• Metrics</li><li>• Risk Management</li><li>• Earned Value (cost/schedule monitoring)</li><li>• Transition to Support</li></ul>
Investment Decision	<p>Determine whether a new or additional feature should be added theweb site. This includes conducting impact analysis by all stakeholders against, but not limited to the following: function, cost and schedule. Processes may include:</p> <ul style="list-style-type: none"><li>• Baselineing</li><li>• Impact Assessment (function, cost, schedule)</li><li>• Change Control</li></ul>
Rapid Application Development	<p>Provide the capability to develop smaller in-house web capabilities faster and cheaper without sacrificing functionality and quality</p>

## Example 2

# Samples of Detailed Recommendations (concl.)

Process Area	Description
<b>Application and Content Management</b>	<p>Manage the application and content of the web sites. This includes providing guidance and technical and programmatic support to users and content providers of the web site. Processes may include:</p> <ul style="list-style-type: none"><li>• Content Analysis</li><li>• Content Design</li><li>• Content Implementation</li><li>• Content Consulting</li></ul>
<b>Web Usability Testing</b>	<p>Conduct tests on the web site to determine the ease of using the site. Processes may include:</p> <ul style="list-style-type: none"><li>• Test Planning</li><li>• Test Procedures</li><li>• Test Conduct</li><li>• Test Reporting</li></ul>
<b>Web Statistics</b>	<p>Gather and report statistics on web site usage and issues. Procedures may include:</p> <ul style="list-style-type: none"><li>• Gathering Statistics</li><li>• Graphing Statistics</li><li>• Analyzing Statistics</li><li>• Reporting Statistics</li></ul>

## Example 2

# Analysis Mapped to Recommendations

- ◆ The Mission, Vision, and Charter must first be defined, and must tie back to the Missions, Visions, and Charters of the higher level organizations
- ◆ The Mission, Vision, and Charter help to define the Strategic Goals and activities that must exist and occur to meet the Mission, Vision, and Charter
- ◆ The Mission, Vision, and Charter and Strategic Goals and activities then help to define what products and services will be offered to what customers, and which contractors' products and services will be utilized to make those offerings
- ◆ Once the products and services are defined, then the organization can be defined to deliver those products and services. A set of roles and responsibilities can be defined that tie back to the products and the Mission. Those roles can then be crafted into an organizational structure with certain needs for specific staff and training
- ◆ The organization will need policies, processes, procedures and tools to help them accomplish their mission in a reliable, repeatable manner. The higher level policies and processes must first be defined, and these will then drive out more detailed procedures and tools

## Example 2

# Follow-up Working Meetings

- ◆ **Several follow-up brain storming meetings conducted involving:**
  - Executive
  - Managers
  - Supervisors
  - MITRE representatives
  - Meeting moderator
- ◆ **Examining**
  - Mission
  - Vision
  - Strategic Goals
  - Other Areas
  - Next steps

Resulted in an implementation strategy to achieve “To-Be” desired state

## Example 2

# Sample To-Be Transition Strategy

- ◆ This transition strategy will support the organization in establishing the desired “To-Be” state and in achieving the Strategic Goals:
  - Establish priorities
    - ❖ Prioritize the categories and the implementation activities based on the importance and value added to the Mission and Vision statements and Strategic Goals
    - ❖ Develop and prioritize a transition “To-Be” plan into short-term, mid-term and long-term implementation increments based on the importance and value added to the Mission and Vision statements and Strategic Goals
  - Establish an implementation schedule
    - ❖ For short-term implementation increments (less than 12 months)
    - ❖ For mid-term implementation increments (greater than 12 months, but less than 24 months)
    - ❖ For long-term implementation increments (greater than 18 months, but less than 36 months)

## Example 2

# Sample To-Be Transition Strategy (concl.)

- Obtain Funding and Resources for short-term implementation
  - ❖ Determine and obtain funding
  - ❖ Determine and obtain resources
  - ❖ Investigate best practices for short term implementation categories
    - Investigate organization's best practices
    - Investigate industry best practices

## Example 2

# Sample To-Be Transition Strategy (concl.)

- ◆ Implement best practices for short term implementation categories
  - Use best practices if available and usable
  - Tailor best practices, if necessary
  - Develop new practices, if required
  - Deploy practices
  - Deploy on trial basis
  - Fine tune practices
  - Deploy for general use
  - Use, maintain and improve practices
- ◆ Use Executive Dashboard to track improvements over time
- ◆ Repeat for mid-term implementation
- ◆ Repeat for long-term implementation



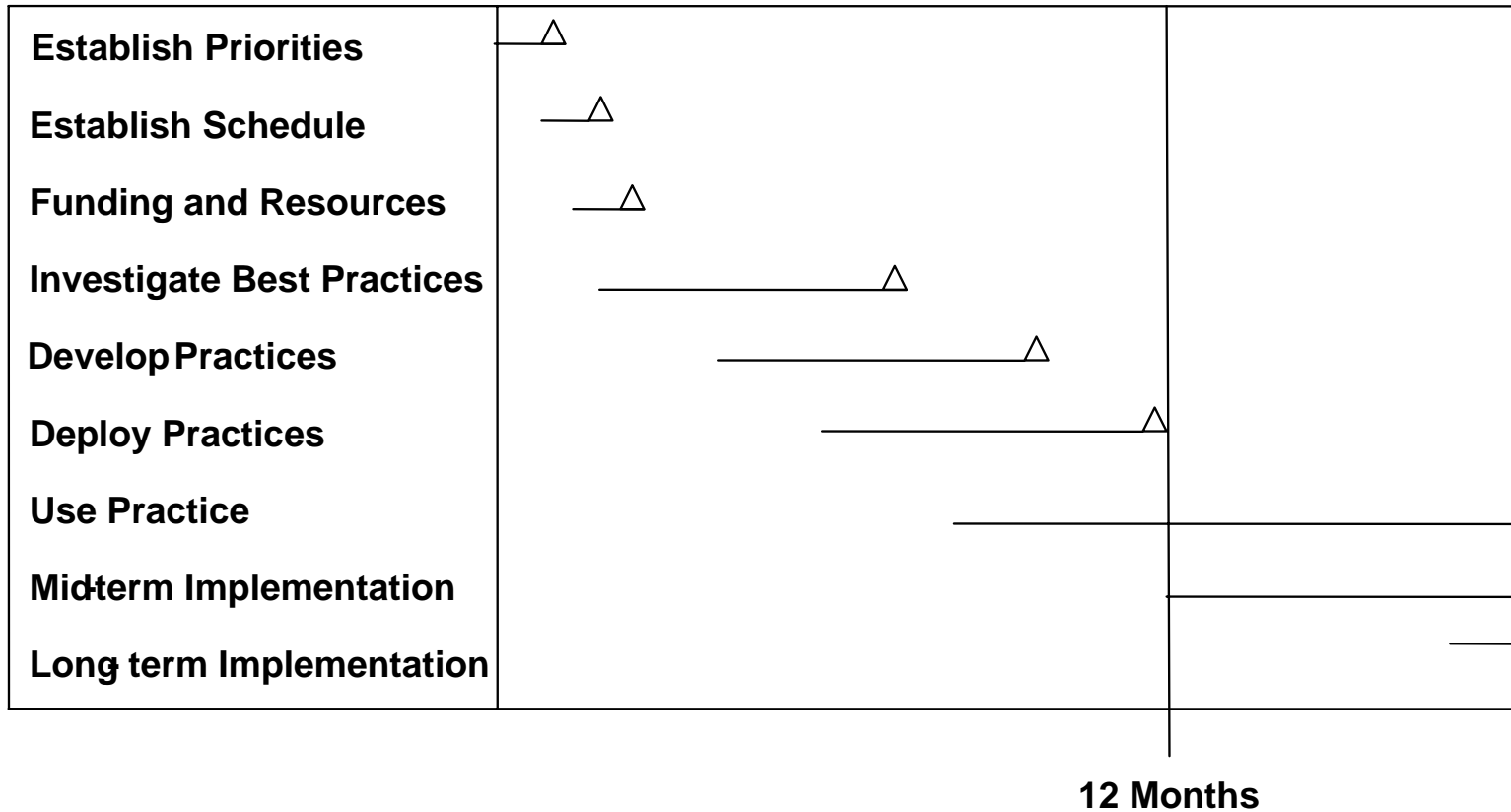
## Example 2

# Sample To-Be Transition Plan


Item to Implement	Priority	Near Term	Mid Term	Long Term
Mission and Vision Statements	1	X		
Strategic Goals and Charter	2	X		
Organizational Structure	3	X		
Roles and Responsibilities documented and assigned	4	X		
Relationships defined with other key organizations	5	X		
Staff and Skills Definition	6	X		
Acquisition of needed equipment and tools	7	X		
Critical policies, processes and procedures				
Performance Management	8	X		
Investment Decision	9	X		
Application and Content Management	10		X	
Usability Testing	11		X	
Statistics	12		X	
Communications	13			X
Training Program	14			X

## Example 2

# Sample To-Be Transition Schedule



# Where Are We?

- ◆ Introduction
- ◆ Dysfunctional/Stove Piped Organizations - Associated Problems
- ◆ A Solution - Organizational Analysis
- ◆ Organizational Structures
- ◆ Organizational Analysis Elements
- ◆ The Big Picture - How an Organizational Analysis is Conducted
- ◆ Organizational Analysis Example 1
- ◆ Organizational Analysis Example 2
- ◆  [Summary](#)
- ◆ Reference
- ◆ Questions/Answers/Discussion/Comments
- ◆ Contact Information

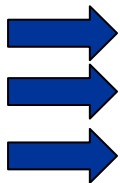
# Summary

- ◆ Before starting Process Improvement or other initiatives, it is best to determine if the organization is ready for change
  - If not ready, change becomes very difficult
- ◆ In many cases organizations are dysfunctional and stove piped
  - They reorganize thinking that this solves their problems
  - This only buries them further into the abyss
- ◆ An organizational analysis may be necessary to surface the root causes of the problem and break down barriers
- ◆ Fixing problems at their roots and breaking down barriers
  - Allows organizations to function as cohesive and seamless units
  - Provides for easier process improvement and other initiatives
  - Facilitates success

**The problems tend to be SOCIAL rather than TECHNICAL**

# Where Are We?

- ◆ Introduction
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# References

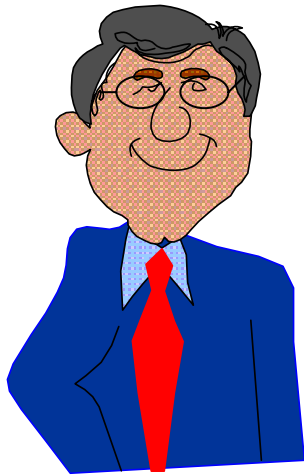
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## Questions/Answers/Discussion/Comments



# Contact Information



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