ing My Organization for an Appraisal, but I'm Not Really Sure I Understand this PIID Thing.

Should I worry?"

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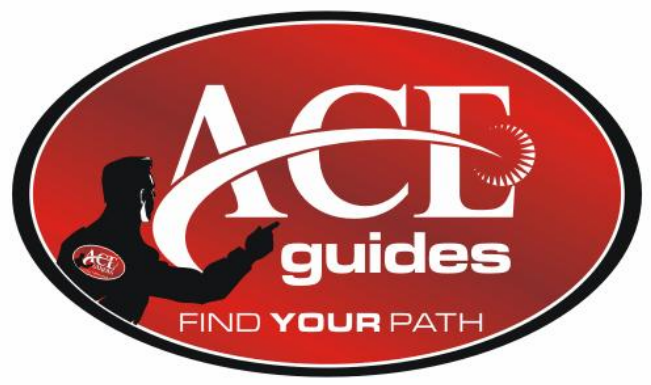
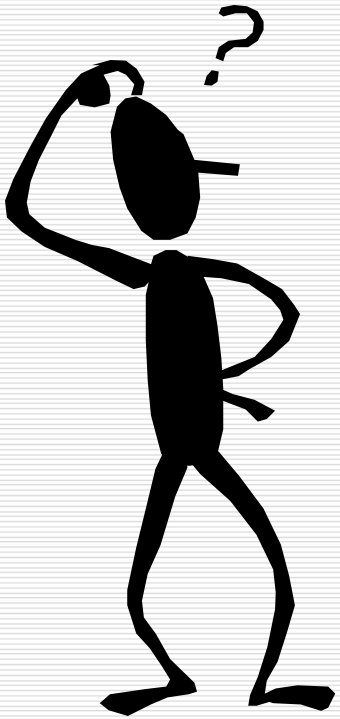


YES!!!!!!

Agenda

- Why?
- What?
- How?

Why?



Appraisal Checklist

- ❑ Secure Lead Appraiser
- ❑ Confirm Other Team Members
- ❑ Reserve Rooms
- ❑ …
- ❑ Arrange for Snacks
- ❑ Create PIID
- ❑ Get Flip Chart and Markers

Misconceptions

- "Creating a PIID looks straightforward, I'll have our summer intern do it the week before the Readiness Review."
- "This is just a guide anyway. Even if it is wrong, it is the appraisal team's duty to find the right stuff."
- "If 2 pieces of evidence per practice is good, 10 pieces should be 5 times as good."

Appraisal Models

1. Push

2. Pull
   (Discovery)

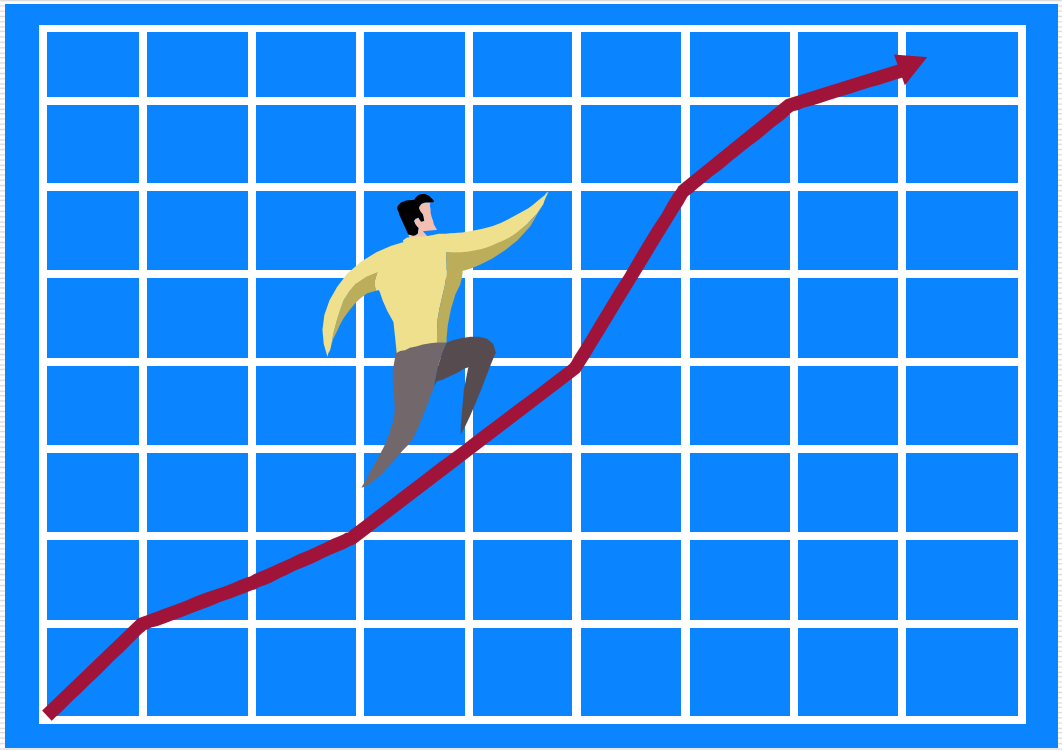
Discovery requires that the team do a search for evidence for each practice

SCAMPI pilots took more than a month

Process needed to be streamlined

Appraisal Models (2)

Accuracy



Time (Cost)

Appraisal Models (3)

3. Verification

Mapping (PIID)

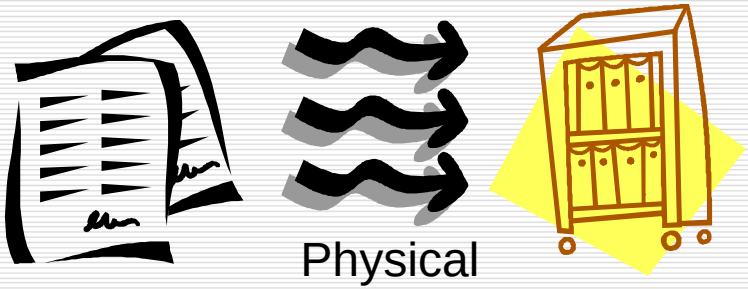
Verification has the organization provide a map that indicates what evidence is appropriate for each practice

The appraisal team reviews the evidence and only needs to search when the data provided is not clear or convincing

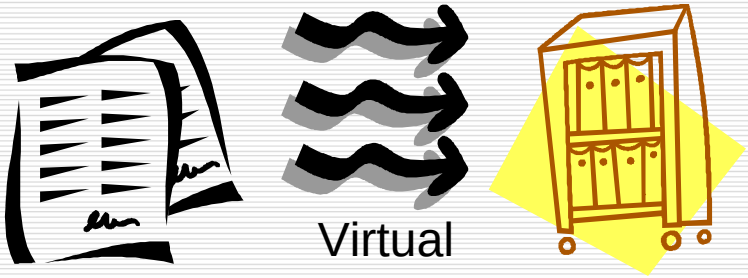
What?

What Does a PIID Look Like?

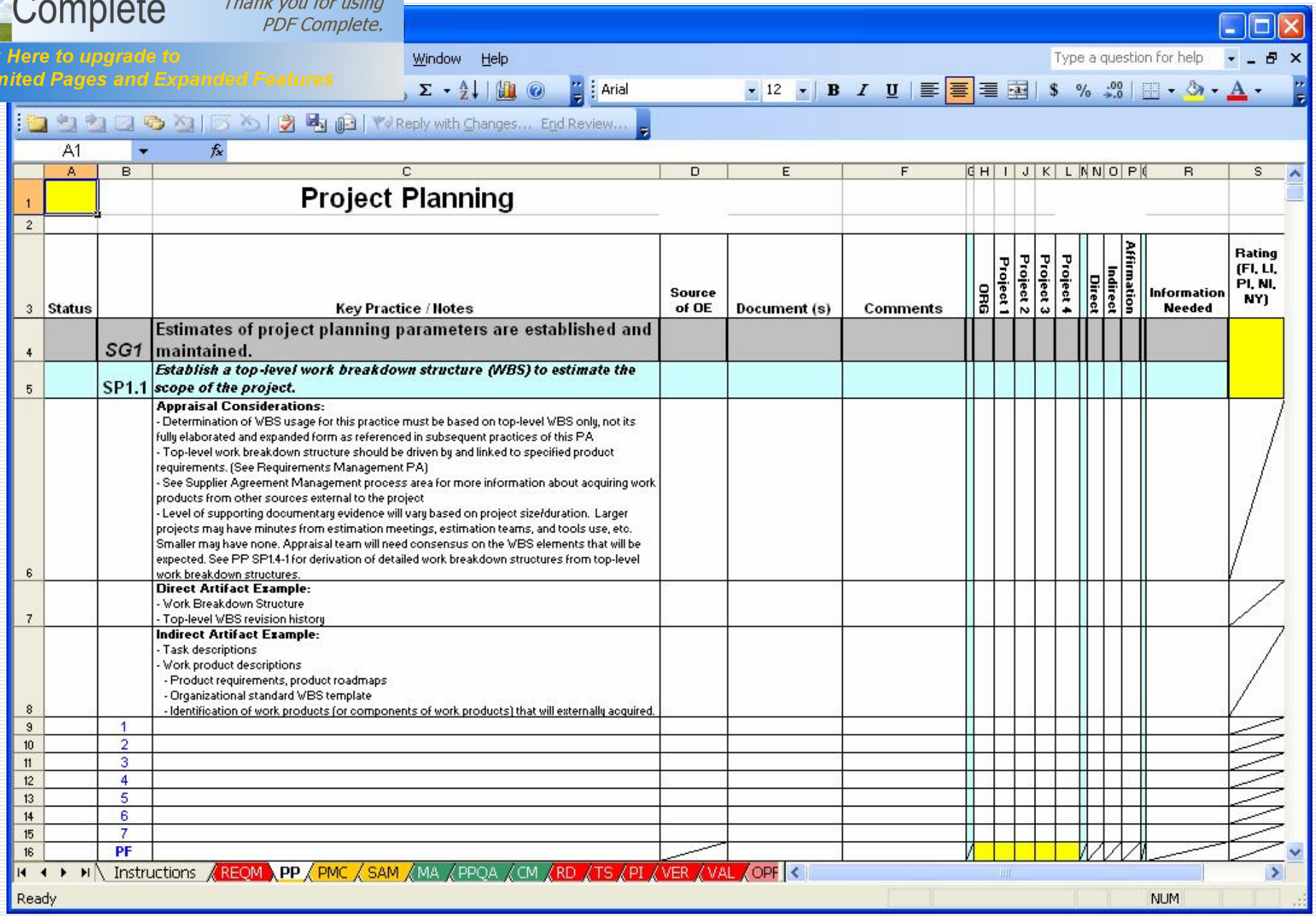
- Paper



- Electronic*



*Strongly recommended when not prevented by security/access issues



Project Planning

Status		Key Practice / Notes	Source of OE	Document (s)	Comments	ORG	Project 1	Project 2	Project 3	Project 4	Direct	Indirect	Affirmation	Information Needed	Rating (FI, LI, PI, NI, NY)
	SG1	**Estimates of project planning parameters are established and maintained.**													
	SP1.1	***Establish a top-level work breakdown structure (WBS) to estimate the scope of the project.***													
		Appraisal Considerations: - Determination of WBS usage for this practice must be based on top-level WBS only, not its fully elaborated and expanded form as referenced in subsequent practices of this PA - Top-level work breakdown structure should be driven by and linked to specified product requirements. (See Requirements Management PA) - See Supplier Agreement Management process area for more information about acquiring work products from other sources external to the project - Level of supporting documentary evidence will vary based on project size/duration. Larger projects may have minutes from estimation meetings, estimation teams, and tools use, etc. Smaller may have none. Appraisal team will need consensus on the WBS elements that will be expected. See PP SP1.4-1 for derivation of detailed work breakdown structures from top-level work breakdown structures.													
		Direct Artifact Example: - Work Breakdown Structure - Top-level WBS revision history													
		Indirect Artifact Example: - Task descriptions - Work product descriptions - Product requirements, product roadmaps - Organizational standard WBS template - Identification of work products [or components of work products] that will externally acquired.													
	1														
	2														
	3														
	4														
	5														
	6														
	7														
	PF														

Data Types

- Direct Evidence – needed for every practice
- Indirect Evidence – not necessarily for EVERY practice*
- Quiz 1: What type of evidence is a set of meeting minutes? It Depends
- Quiz 2: How many do you need of each type? It Depends

*Talk to your Lead Appraiser

An appropriate set of artifacts?

- Enough to convince the team that a practice has been fully implemented*
- But NOT everything you can think of

*Talk to your lead appraiser

How?

Who should build your PIID?

What kind of knowledge is needed?

- Understanding of the CMMI practices
- Understanding of the SCAMPI method
- Understanding of how the project's data is organized

Do you have one person with all 3?

If not, then you need a team

Tool questions

- Does your Lead Appraiser have a tool that they recommend?
- Will you use the data for internal purposes?
- How easy is it to put data in and get it out?
- How easy is it to correct/update the data?

Quality Tips

- Involve team members in quality checks
- Don't wait for Readiness Review to check the quality of the PIID
- Evolve PIID over a series of appraisals
- Effort devoted to PIID (including quality checks) should be proportional to the importance of achieving the ratings

Remember: having an inaccurate PIID does not just make it harder to find the correct data, it may convince the team that appropriate data does NOT exist

Time & Cost

- PIID development can be the major driver of total appraisal cost
- Data collected over a set of appraisals where the organization tracked internal effort, showed PIID preparation to be ~60%
- Total PIID effort (development, quality, rework, quality, …) can run to ~40 hours per PA per project
  - Level 2, 3 projects => 5 person months
  - Level 3, 3 projects => almost a person year

Potential Work Saver

Is standard process detailed enough so that it will be fairly consistent from project to project where a specific type of data will be found?

Provide the projects with a PIID that already tells them where to find the evidence.

e.g.

PP SP 2.2 Identify Project Risks

see section 3.4 of the project Risk Management Plan

PDR Preparation

If done poorly

- Can consume vast resources to prepare
- Will reflect a poor understanding of what is needed
- Will cause appraisal to proceed very slowly
- Can confuse the true state of the practice

If done well

- Will require limited restarts or rework
- Accurately reflects the work done in the organization
- Provides an efficient means for an appraisal team to find appropriate evidence
- Identifies appraisal risks by uncovering holes in implementation

Questions

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