CMMI® Interactive!

NDIA Systems Engineering Division

CMMI Working Group

October 23, 2008

NDIA CMMI® Working Group

Charter

- Collect and provide a broad-based, representative viewpoint on issues relating to CMMI-based process improvement within NDIA member companies
- Advise NDIA SE Division and CMMI Steering Group on CMMI Product Suite content, issues, and strategies for implementation, appraisal, and training with recommendations to optimize the leverage of CMMI investments in government and industry
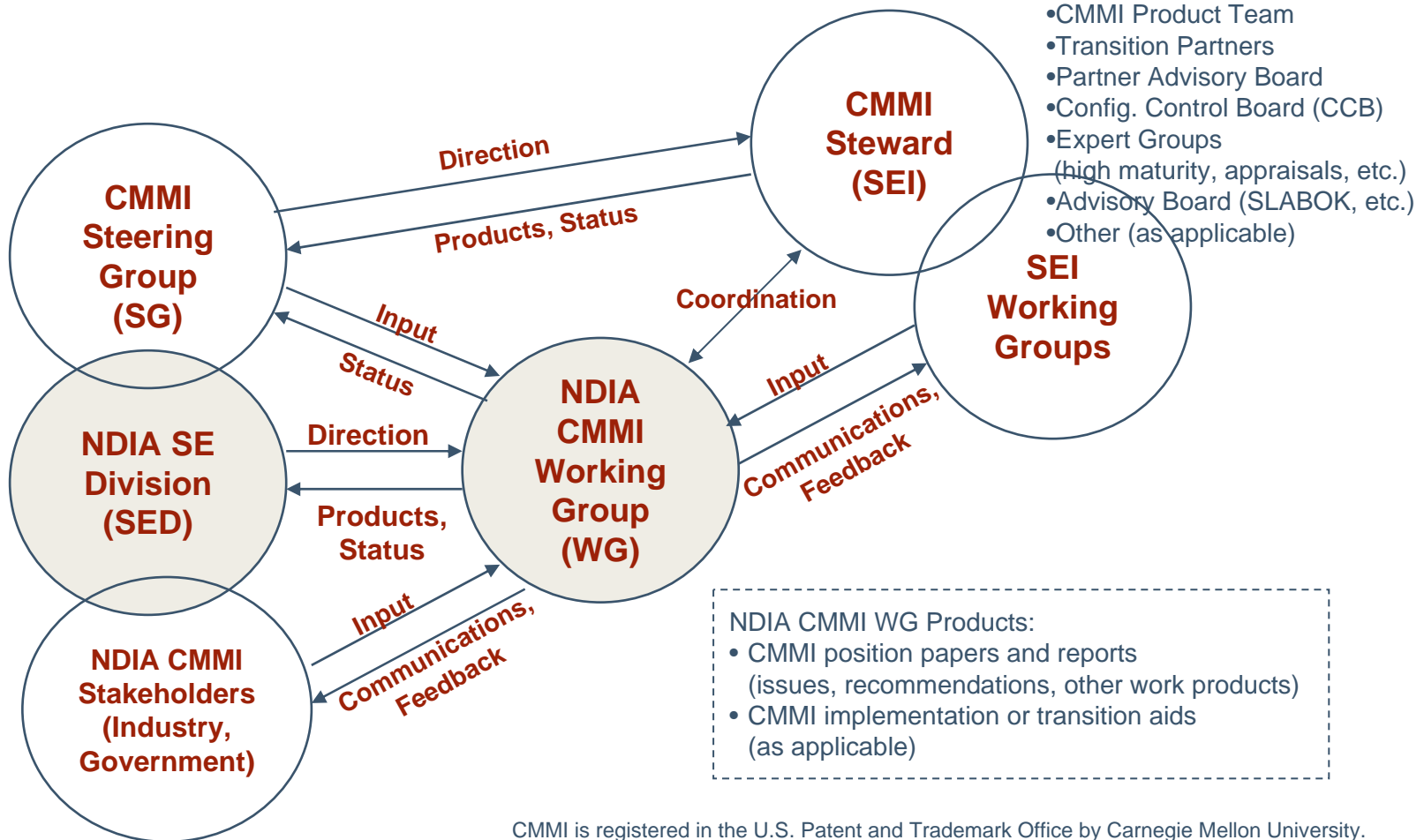
Membership

- Representatives from industry, government, academia, and SEI (see membership list)

Tasking

- Respond to requests for input from CMMI Steering Group (product reviews, position papers, recommendations, feedback)
- Provide bi-directional communications and feedback from CMMI community

CMMI is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

NDIA CMMI® Working Group Interfaces and Work Flows

CMMI Steering Group (SG)

CMMI Steward (SEI)

NDIA SE Division (SED)

NDIA CMMI Working Group (WG)

SEI Working Groups

NDIA CMMI Stakeholders (Industry, Government)

Direction

Products, Status

Input

Status

Coordination

Input

Communications, Feedback

Direction

Products, Status

Input

Communications, Feedback

• CMMI Product Team
• Transition Partners
• Partner Advisory Board
• Config. Control Board (CCB)
• Expert Groups
  (high maturity, appraisals, etc.)
• Advisory Board (SLABOK, etc.)
• Other (as applicable)

NDIA CMMI WG Products:
• CMMI position papers and reports
  (issues, recommendations, other work products)
• CMMI implementation or transition aids
  (as applicable)

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CMMI WG Membership

Name	Organization
Jim Armstrong	Stevens Institute
Karen Bausman	USAF AFIT
Dan Blazer	SAIC
Geoff Draper (lead)	Harris Corporation, Govt Communications Systems Division
Jeff Dutton	Jacobs Technology Inc.
Ray Kile	Lockheed Martin, Systems and SW Resource Center (SSRC)
Dawn Littrell	L-3 Communications
Wendell Mullison	General Dynamics, Land Systems
Randy Walters	Northrop Grumman Mission Systems, C2 Systems Division
Jon Gross	Software Engineering Institute (SEI)
Mike Phillips	Software Engineering Institute (SEI)
Karen Richter	Institute for Defense Analyses (IDA)

CMMI WG Organization

Subteam	Summary Objectives	Membership
High Maturity (HiMat) Subteam	•Respond to SG priority direction on HiMat issues •Provide industry input on CMMI L4-L5 model issues and process improvement benefits	Randy Walters (lead - NG) Wendell Mullison (GD) Jim Armstrong (Stevens) Ray Kile (LM) Dan Blazer (SAIC) Dawn Littrell (L-3 Com) (Karen Richter: OSD liaison)
CMMI Survey Subteam	•Collect broad-based industry feedback on CMMI via conference sessions	Geoff Draper (lead - Harris) Jeff Dutton (Jacobs) Karen Bausman (USAF)
CMMI Performance Subteam	•Quantify CMMI performance improvements •Linkage between CMMI MLs and program performance	Jeff Dutton (lead – Jacobs) Karen Bausman (USAF) Wendell Mullison (NG) Randy Walters (NG)

Task descriptions validated with CMMI Steering Group

CMMI® Interactive!

Did you ever want a voice on what works, and what doesn't, with the implementation of CMMI in industry?

Objective:
- Collect and provide real-time, interactive feedback on how well your organization's implementation of CMMI supports the business objectives within your organization

Approach:
- Live anonymous electronic voting and results analysis
- Results will be provided to CMMI Steering Group and SEI to help establish future directions for the CMMI Product Suite
- No areas are off limits!
    - Model, appraisals, training, business impact, ….
- Open discussion for additional feedback (as time permits)

*Appreciation to Harris Corporation for use of interactive voting devices.*

What type of organization are you representing?

1. **Defense Industry**
2. **Commercial Industry (U.S.)**
3. **Commercial industry (Non-U.S.)**
4. **U.S. Government**
5. **FFRDC**
6. **Academia**
7. **Other**
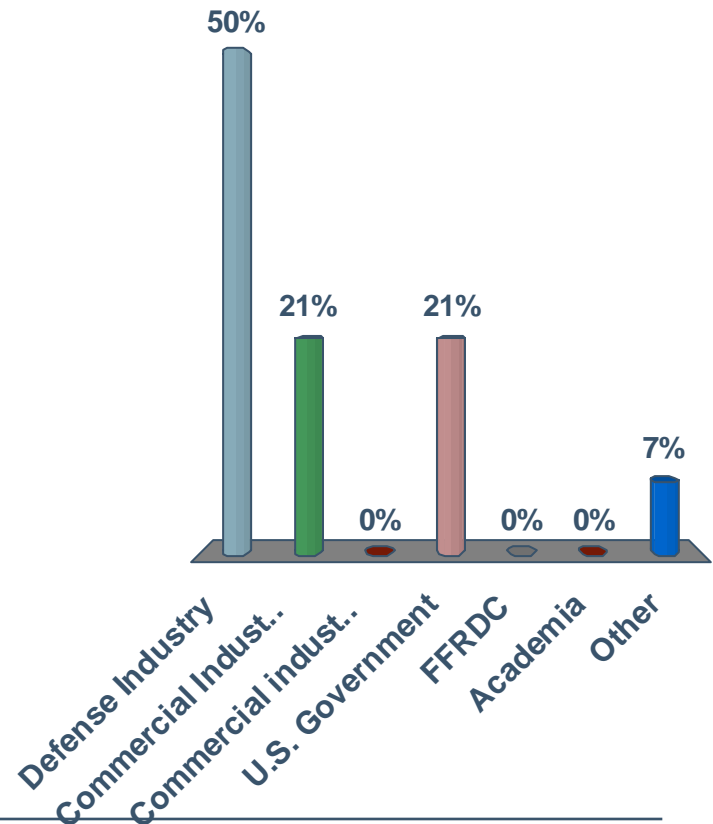
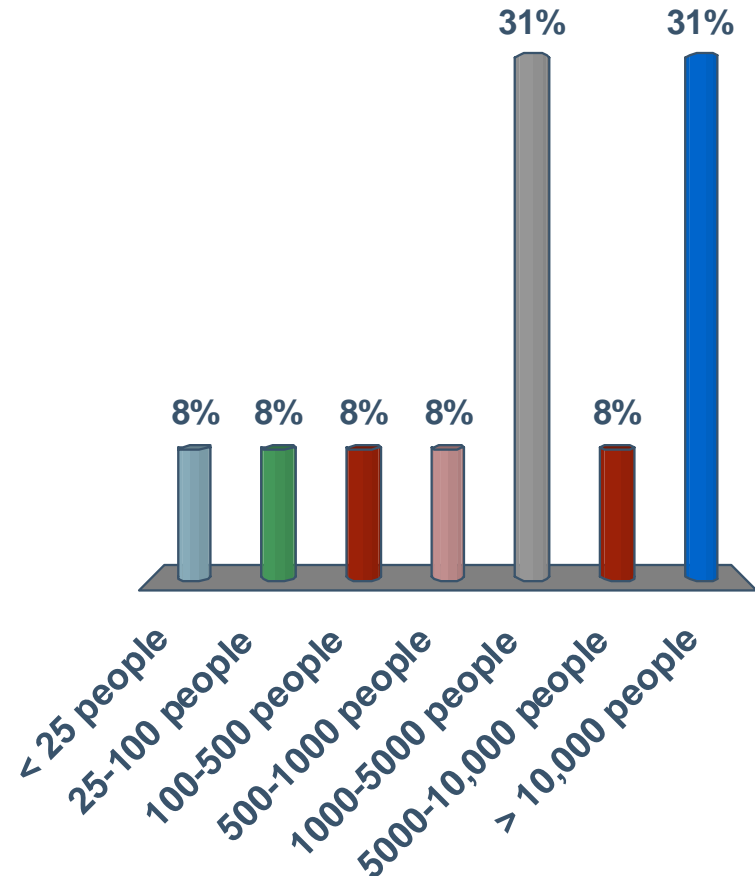# Does your organization have a CMMI maturity level rating?

1. ML 1
2. ML 2
3. ML 3
4. ML 4
5. ML 5
6. No rating

Bar chart: ML 1: 0%, ML 2: 0%, ML 3: 15%, ML 4: 8%, ML 5: 31%, No rating: 46%
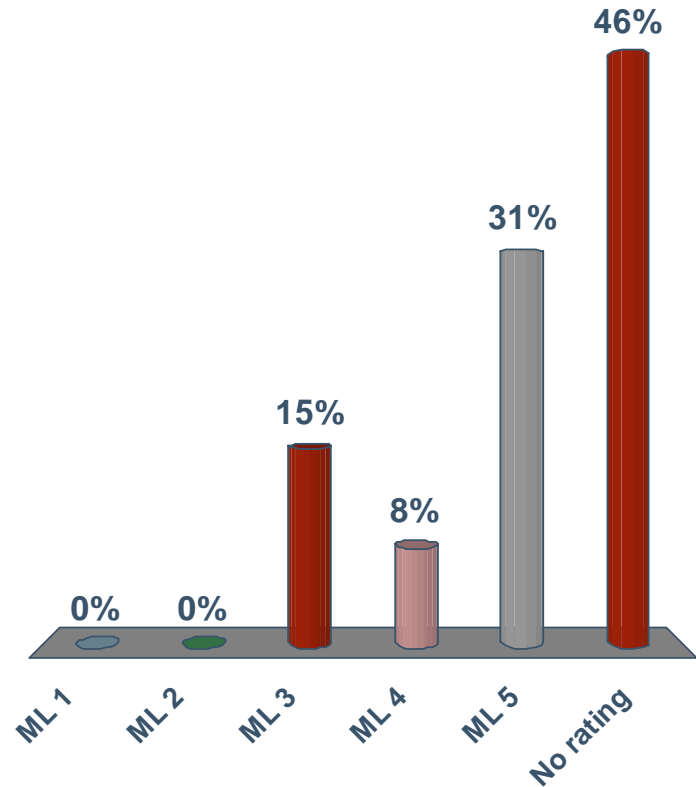
# How large is your organization (staff size)?
(for the organizational unit with the CMMI maturity level rating indicated previously)

1. < 25 people
2. 25-100 people
3. 100-500 people
4. 500-1000 people
5. 1000-5000 people
6. 5000-10,000 people
7. > 10,000 people

Bar chart:
- < 25 people: 8%
- 25-100 people: 8%
- 100-500 people: 8%
- 500-1000 people: 8%
- 1000-5000 people: 31%
- 5000-10,000 people: 8%
- > 10,000 people: 31%

Does your organization have defined goals for achieving a CMMI maturity level rating?

1. ML 1
2. ML 2
3. ML 3
4. ML 4
5. ML 5
6. No specific level targeted
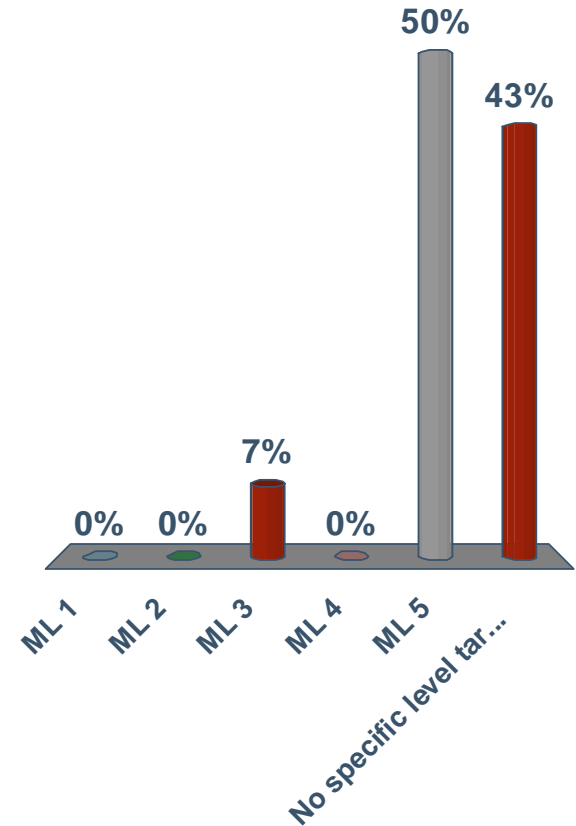
How much confidence do you have in CMMI maturity level ratings as benchmarks?

1. **Very high confidence**
2. **High confidence**
3. **Moderate confidence**
4. **Little confidence**
5. **No confidence**

- Very high confidence: 0%
- High confidence: 36%
- Moderate confidence: 50%
- Little confidence: 7%
- No confidence: 7%
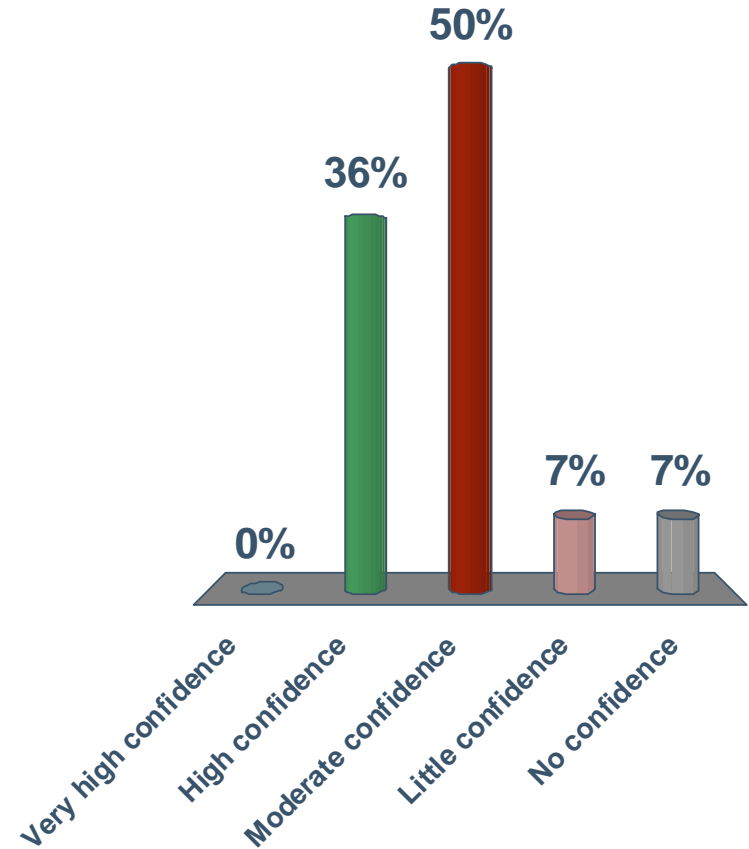
How representative is your maturity level rating of how projects really execute in your organization?

1. Very representative (all projects)
2. Mostly representative (most projects)
3. Somewhat representative (some projects)
4. Marginally representative (few projects)
5. Not representative (no projects)

Bar chart showing: Very representative (a... 0%, Mostly representative... 42%, Somewhat representa... 33%, Marginally representa... 8%, Not representative (n... 17%
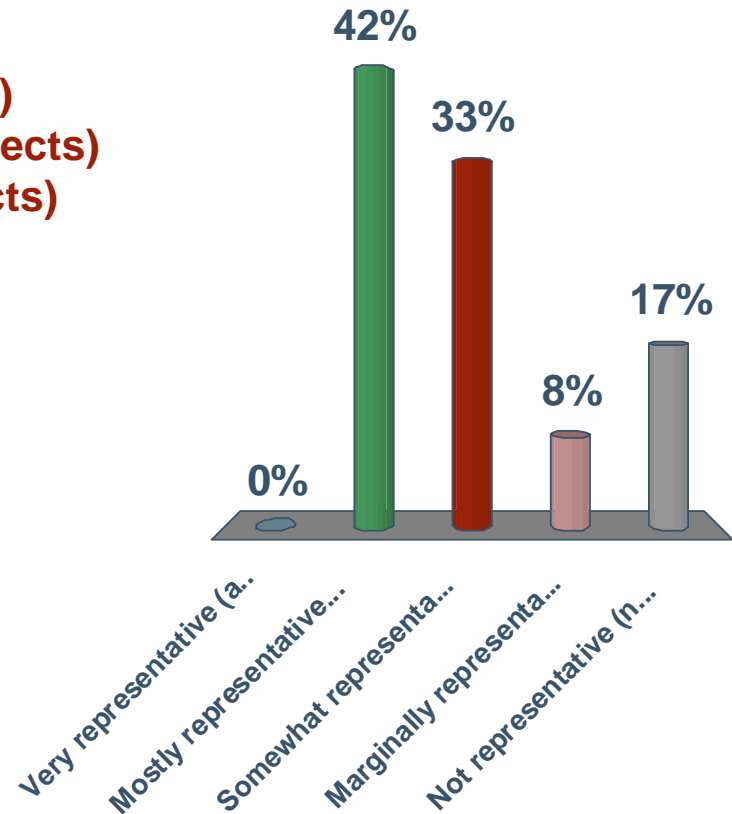
How much business value has your organization obtained through deployment of CMMI?

1. **Very high value**
2. **High value**
3. **Moderate value**
4. **Marginal value**
5. **Low value**
6. **None**
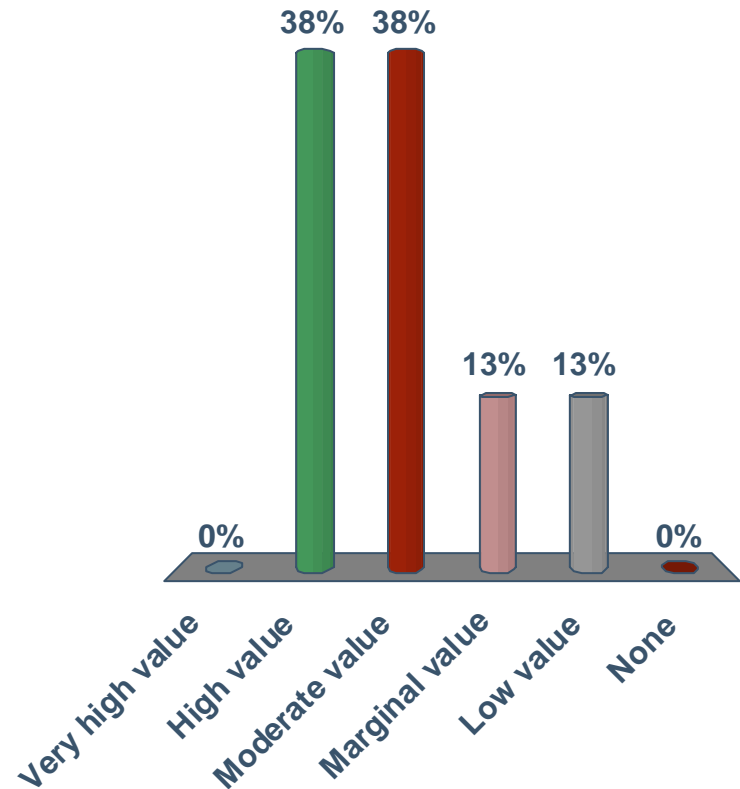
What grade would you give the CMMI Product Suite overall in meeting the needs of your business?

1. A+
2. A
3. B
4. C
5. D
6. F
7. Incomplete
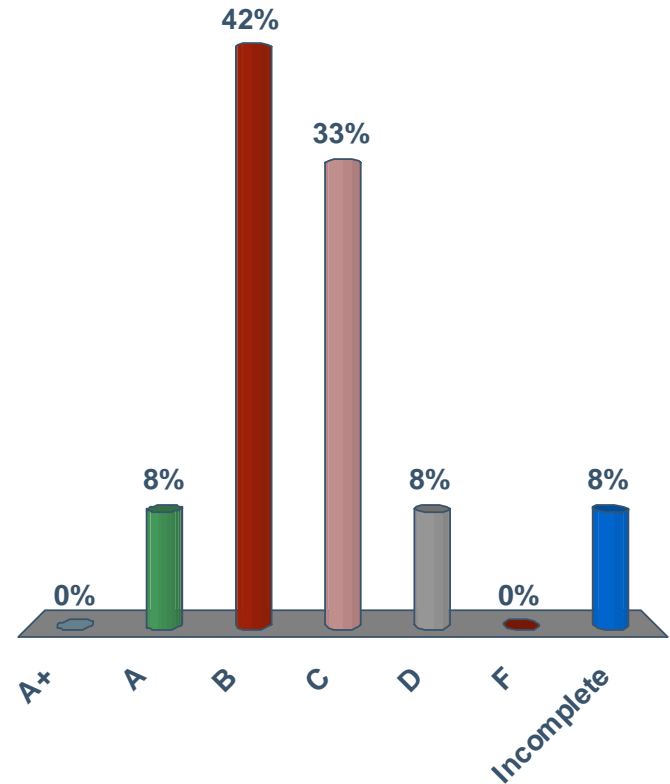
What relationship has improvement in CMMI maturity levels had on performance of projects in your organization?

1. **Very high positive impact**
2. **High positive impact**
3. **Moderate positive impact**
4. **Little to no impact**
5. **Moderate negative impact**
6. **High negative impact**
7. **Very high negative impact**
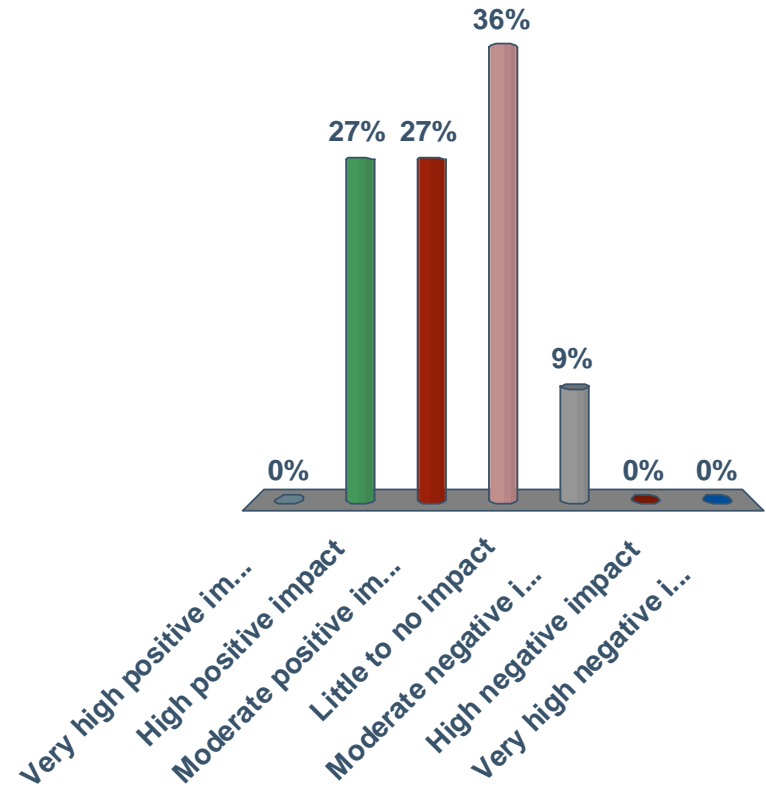
What is the <u>primary</u> reason your organization uses CMMI?

1. **Maturity level needed to bid on contracts**
2. **Competitive advantage from maturity level ratings**
3. **Improvement of business processes**
4. **Corporate standardization initiative**
5. **Leverage best practices proven successful in industry**
6. **Other**

Bar chart:
- Maturity level needed ..: 36%
- Competitive advantag...: 36%
- Improvement of busi...: 9%
- Corporate standardiz...: 0%
- Leverage best practic..: 18%
- Other: 0%
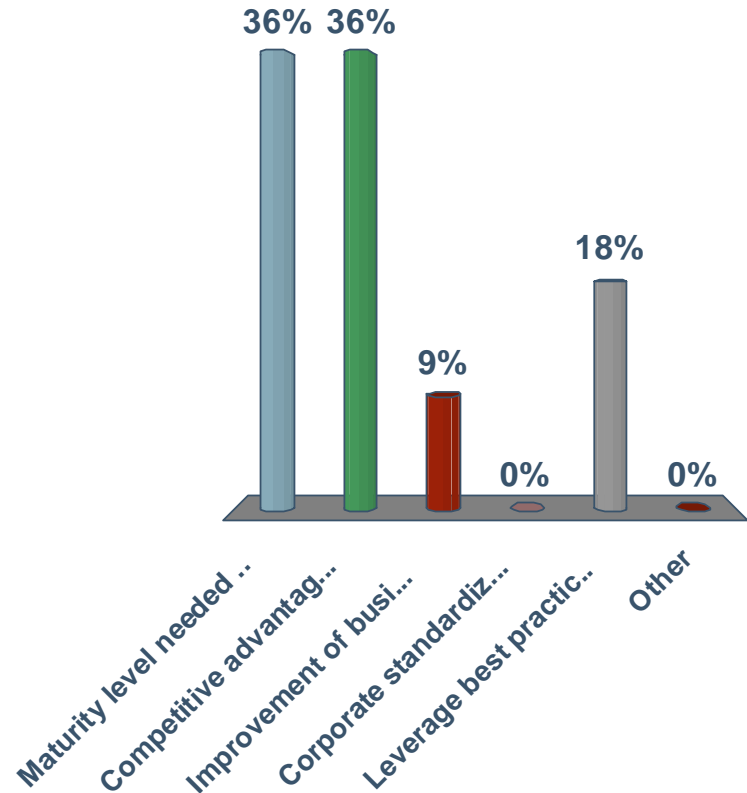
What are the top benefits your organization has realized from implementation of the CMMI? (Pick up to 3 choices in priority order)

1. **Performance** - Consistently enhanced project performance
2. **Marketing** - Better marketability/win rate
3. **Predictability** - Enhanced ability to accurately predict project performance
4. **Program Startup -** Enhanced ability to "start up" a new project/program in a repeatable and predictable manner
5. **Responsiveness** - Enhanced ability to react to customer risks with processes tailored to the customer's needs
6. **Cycle Time -** Decreased timelines for product development life cycles
7. **Customer Satisfaction -** More satisfied customers and more repeat business
8. **Quantitative Management -** Enhanced ability to "tell our story" in a defined, quantitative manner
9. **Employee Morale -** satisfied employees, reduced turnover
10. **Human Capital -** More highly skilled and knowledgeable employees

Bar chart:
- Performance - Consistently...: 38%
- Marketing - Better marketab...: 50%
- Predictability - Enhanced ab...: 50%
- Program Startup - Enhance...: 13%
- Responsiveness - Enhance...: 13%
- Cycle Time - Decreased tim...: 0%
- Customer Satisfaction - Mor...: 0%
- Quantitative Management -...: 38%
- Employee Morale - satisfie...: 0%
- Human Capital - More highl...: 0%
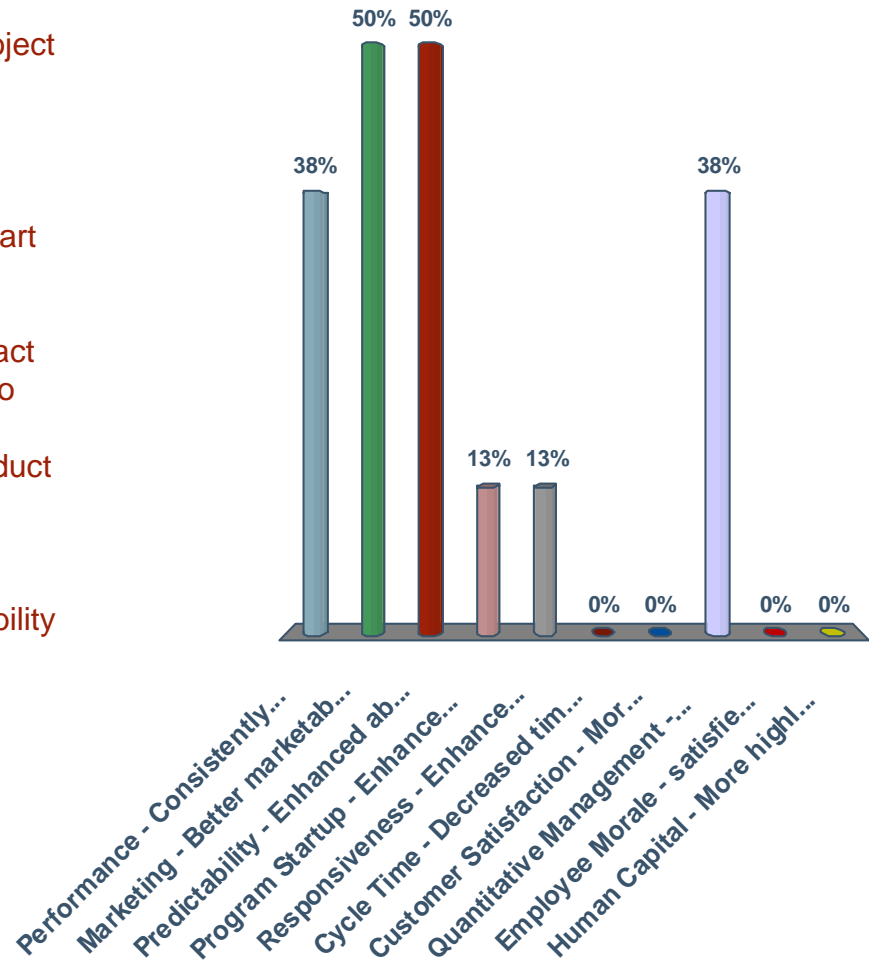
What are the top issues related to the effectiveness of CMMI? (Pick up to 3 choices in priority order)

1. **Gaming -** maturity levels undeserved
2. **Implementation Cost -** Too costly to implement CMMI
3. **Appraisal Cost -** Too costly to do appraisals
4. **Inaccuracy -** Appraisal results are not accurate
5. **Not Useful -** CMMI content is not useful for my type of business
6. **Low Value -** The overall return does not justify the investment (low ROI)
7. **Complexity -** Model is too large (too many process areas and practices)
8. **Wrong Emphasis -** Too much emphasis on compliance, not enough on improvement
9. **Consistency -** Inconsistent model interpretations
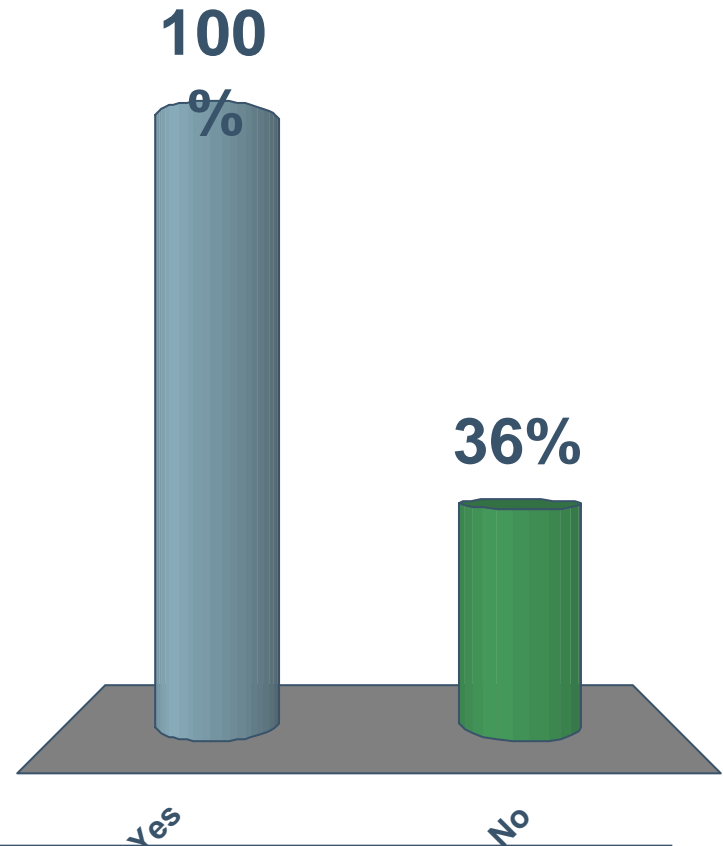10. **No issues –** CMMI works fine in my organization
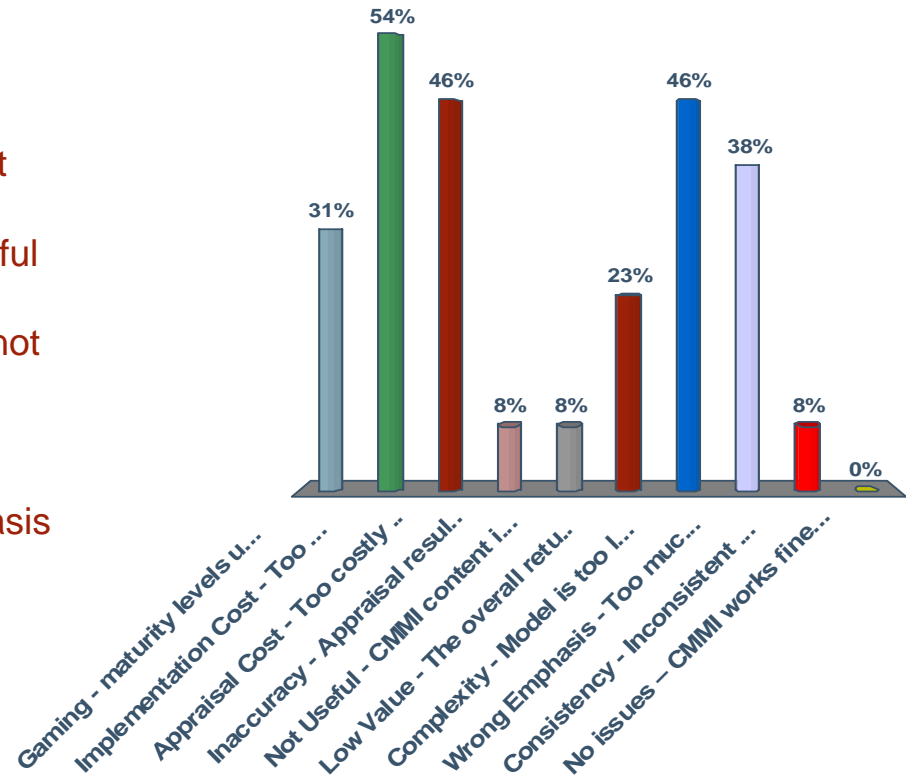
What should be the top priorities for improving the CMMI Product Suite?
(Pick up to 3 choices in priority order)

1. **Lean the model (make it smaller)**
2. **Lean SCAMPI (streamline the method and evidence rules)**
3. **Provide better training**
4. **Add more disciplines (new model PAs or constellations)**
5. **Make appraisals more efficient**
6. **Enforce appraisal quality (less gaming)**
7. **Clarify high maturity practices (CMMI ML4-ML5 PAs)**
8. **Provide better linkage between process capability and project performance**
9. **Provide more SEI support (e.g., resources, examples, assets)**
10. **Nothing; it's fine the way it is**

Chart data:
- Lean the model (make it sm...): 38%
- Lean SCAMPI (streamline t...): 54%
- Provide better training: 8%
- Add more disciplines (ne...): 23%
- Make appraisals more effic...: 38%
- Enforce appraisal quality (l...): 8%
- Clarify high maturity practi...: 31%
- Provide better linkage bet...: 46%
- Provide more SEI support ...: 15%
- Nothing; it's fine the way it is: 0%
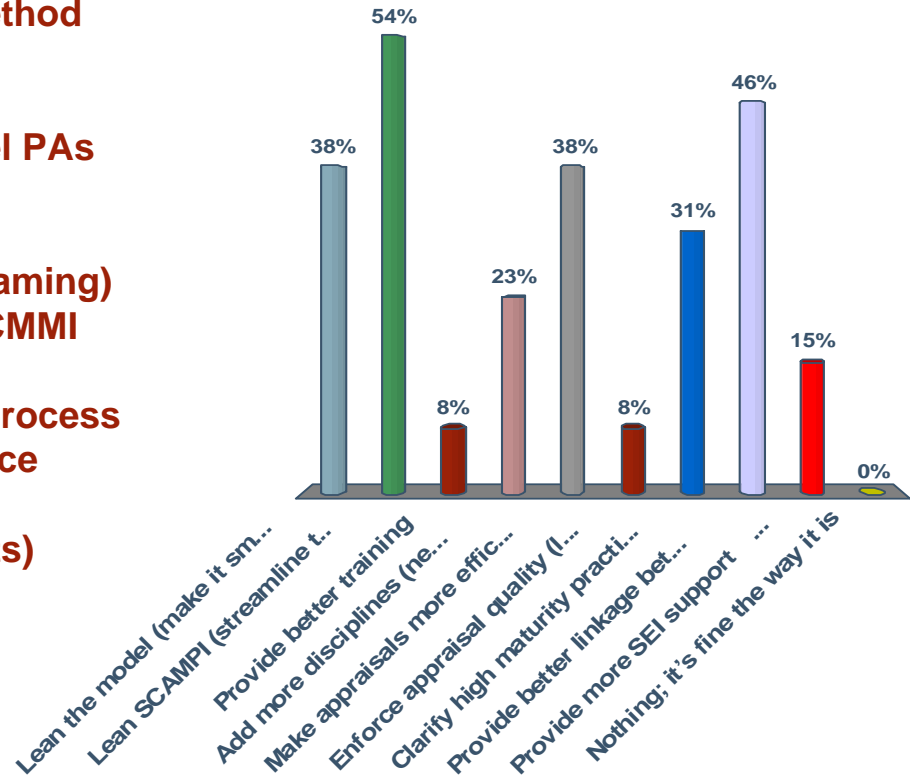
Are you representing an organization that actually develops products?

1. Yes
2. No

100%

36%

Yes   No

CMMI – Open Discussion/Feedback

What Works?	What Doesn't?
	•CMMI does not include business results •ISO/Baldrige is more objective – appraisals must be completely objective and independent (not people appraising their own work) •CMMI-SVC: draft appears more ITIL/SW/IT oriented; does not well support government services organizations, SETA •Model should focus more on measurable results; must be important to the organization, show positive trends

Thank you for your participation!

Watch for more communications feedback.

Want to learn more or get involved?

Contact your CMMI Working Group representative, or:

Geoff Draper
Harris Corporation
gdraper@harris.com

> **Please return the interactive voting devices!**