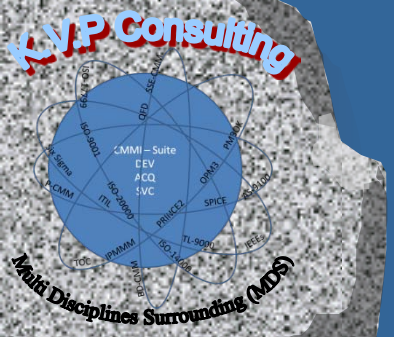

Lesson Learned from Cross Constellations and Multi Models

Process Improvement Initiatives

Kobi Vider – Picker

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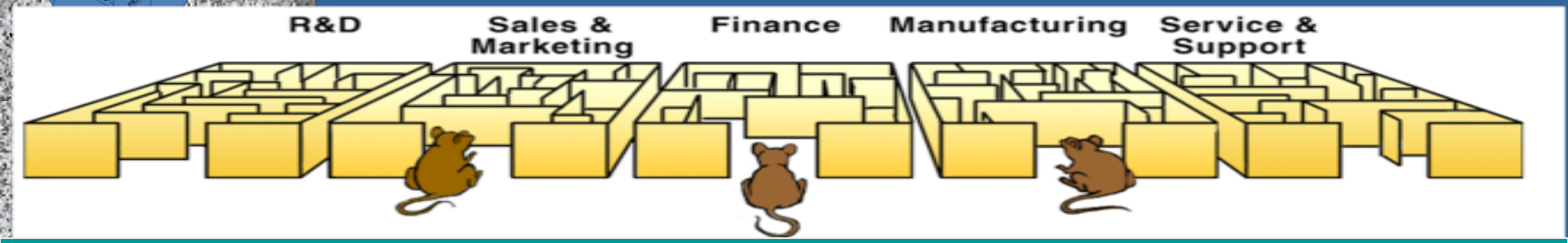
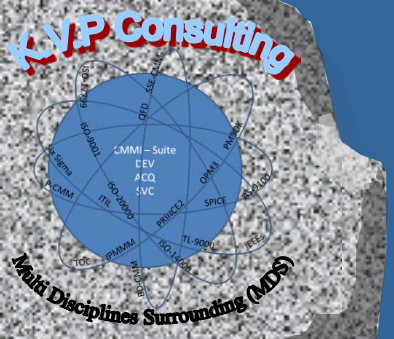
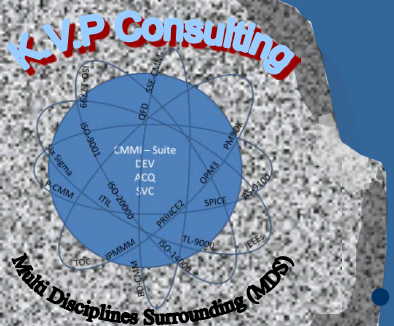
+972522946676


R&D
Sales & Marketing
Finance
Manufacturing
Service & Support



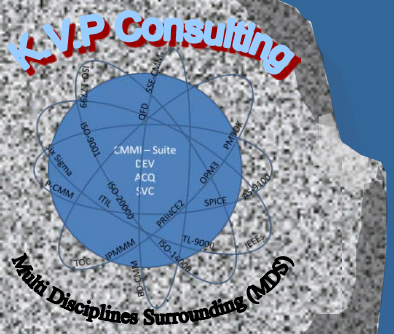
Agenda

- Process flow
- Background
- First Level Filtering (PA Level)
- Second Level Filtering (Goal Level)
- How We Approach the Combination and Integration of the Common PAs
- Suggestions and Open Questions



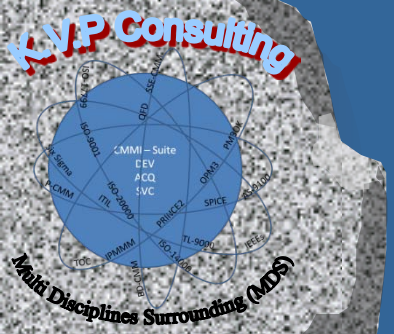
Process flow

- Organizational Structure Review and Mapping
- Organizational Scope Planning
- Process Improvement Effort Objectives
- Supporting Quality Standards Scope
- Correlating the Organizational Mission and Responsibilities to the CMMIs Content and context
- Supporting Quality Standards Mapping
- CMMI Harmonization Process
- Conducting Detailed Gap Analysis
- Gap Analysis Result Segmentation



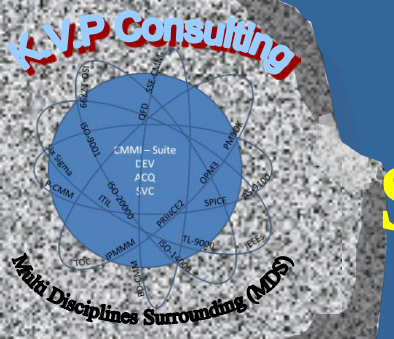
Organizational Structure Review and Mapping

- Government Agency
- Structure and Size
  - 6 Senior Managers
  - ~250 Project / Program Managers
  - ~900 In-house Development, Service and Maintenance Personal
  - ~2000 External Contractors
  - Internal R&D Team
  - Internal Reliability and Performance Team



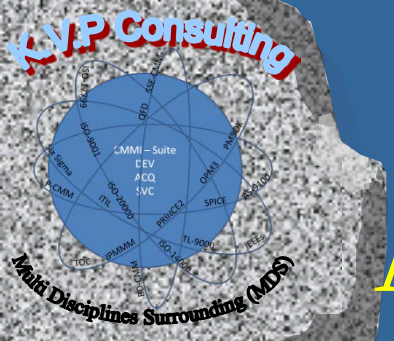
Process Improvement Effort Objectives

- Group Target is Process Improvement:
  - Increase Processes Efficiency
  - Increase Budget utilization
  - Reduce Cost of Poor Quality
  - Increase Uniformity in Processes
- Leading Standards to Compliance with
  - Internal Quality Standard
  - EFQM
  - CMMI Suite



Supporting Quality Standards Scope

- All Groups
  - Smart Grid
- ACQ PMs / PMO
  - PMBOK
  - DoD 5000.01 & 5000.02
- Maintenance and Service
  - ISO 14000
  - OHAS 18000



Additional Standards Elements

- ISO 9001-2008 = 216
- OHSAS 18001 = 132
- ISO 27001 = 126
- ISO 27002 = 134
- ISO 14001 = 139
- PMBOK 3rd = 804
- OPM3 = 1402
- DoD-AF V1.5 = 40
- ISO 20000 = 196
- ITIL V2.0 = 741
- Six Sigma = 148
- Baldrige = 127
- EFQM = 804

Total of

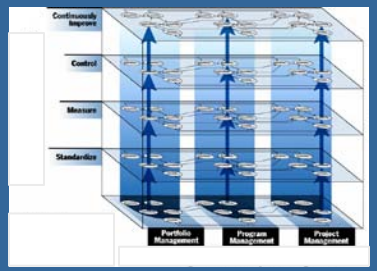
5009

‘Additional’ Elements

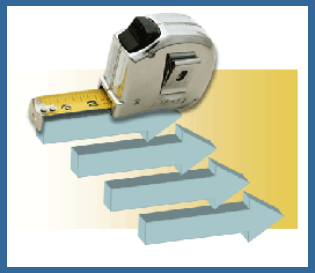
IS IT?

- Not Counted
  - Domain Specific Regulations
  - LEAN
  - DoD-AF V2
  - SOA-MM

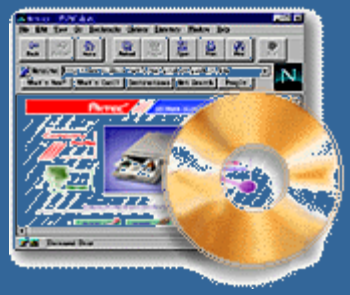
Supporting Quality Standards Mapping



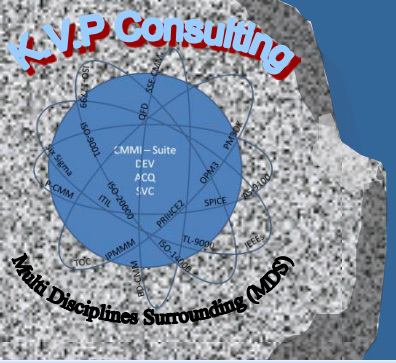
SGMM



Tool



Slides



Strategy, Management, and Regulatory

Vision, planning, decision making, strategy execution, discipline, regulatory, and investment

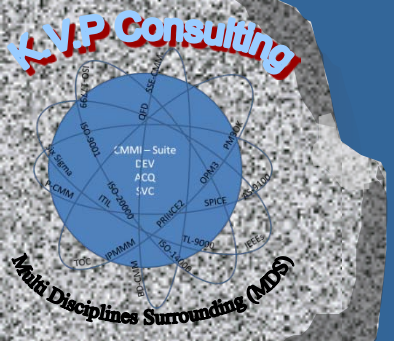
Black text = Requirements for this level

Blue text = Descriptive characteristics or desired traits

CMMIs Interpretation

ML2

		SGMM Levels		PP	PMC	M&A	PPQA	REQM	SAM	SD	AM	ARD	SSAD	DAR	OPD	OPF	IPM	OT
1	Exploring & Initiating	Developing first Smart Grid vision																
		Support for experimentation																
		Informal discussion with regulators																
		Funding likely out of existing budget																
2	Functional Investing	Integrated vision and acknowledgement																
		Initial strategy and business plan approved																
		Initial alignment of investments to vision																
		Distinct Smart Grid Funding and budget created in collaboration with regulators and stakeholders																
		Commitment to proof of concepts																
		Identify Initial Smart Grid leader																
3	Integrating Cross Functi	Completed Smart Grid strategy and business case incorporated into Corporate strategy																
		Smart Grid governance model deployed																
		Smart Grid leader(s) (with authority) ensure cross-LOB application																
		Mandate/consensus with regulators to make and fund Smart Grid investments																
		Corporate strategy expanded																
4	Optimizing Enterprise W	Smart Grid is a core competency that drives strategy and influences Corporate direction																
		External stakeholders share in strategy																
		Willing to invest and divest, or engage in JV and IP sharing to execute strategy																



Some Mapping Examples

Six Sigma Correlation Snapshot

14 out are covered

DEFINE

MEASURE

ANALYZE

IMPROVE

CONTROL

REQM SSD ORP DAR RSKM

CAM CT QPM M&A IRP

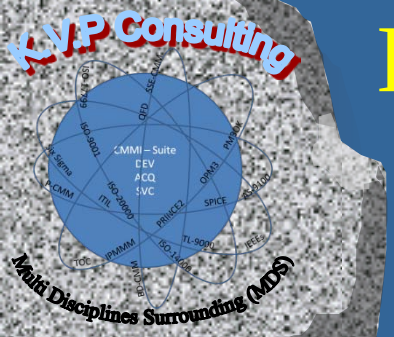
SAM OPD SST PPQA SCON

PMC OPF IPM OID SD

PP CM STSM CAR

CMMI V1.2

ISO 9000:2008 Correlation Snapshot



20 are covered

Management Responsibility

Measurement Analysis & Improvement

Product Realization

Resource Management

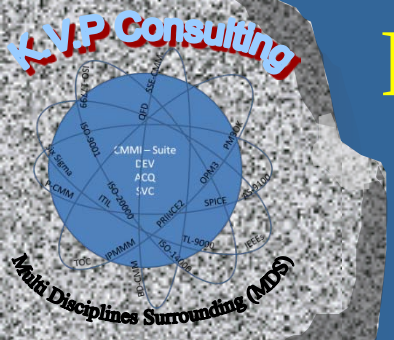
Quality Management System

PP CM STSM CAR PMC OPF IPM OID SAM OPD SST PPQA CAM OT OPM M&A SCON IRP SD DAR RSKM

CMMI V1.2

PMBOK Correlation Snapshot

15 PAs are covered

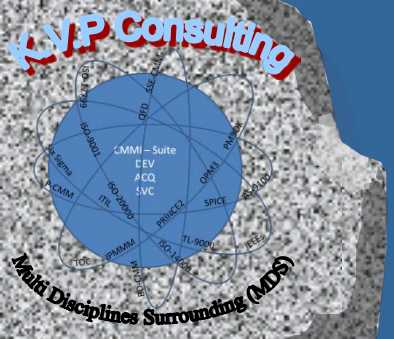


Integration
Procurement
Risk
Communications
Human Resource
Scope
Time
Cost
Quality

SCD
OPP
DAR
RSKM
QPM
M&A
IRP
OPD
SST
PPQA
SCON
OPF
IPM
OID
SD
PP
CM
STSM
CAR

CMMI V1.2

ITIL – CMMI Correlation Snapshot



Service Delivery

Financial Management for IT Services

Capacity Management

IT Service Continuity Management

Availability Management

Service Level Management

REQM SSD OPP DAR RSKM

CAM OT QPM M&A IRP

SAM OPD SST PPQA SCON

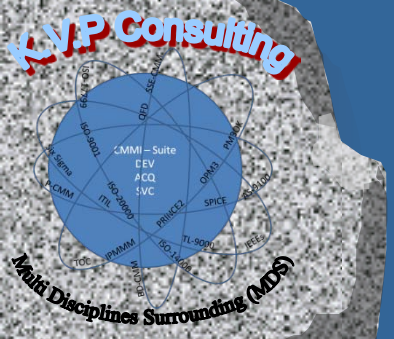
PMC OPF IPM OID SD

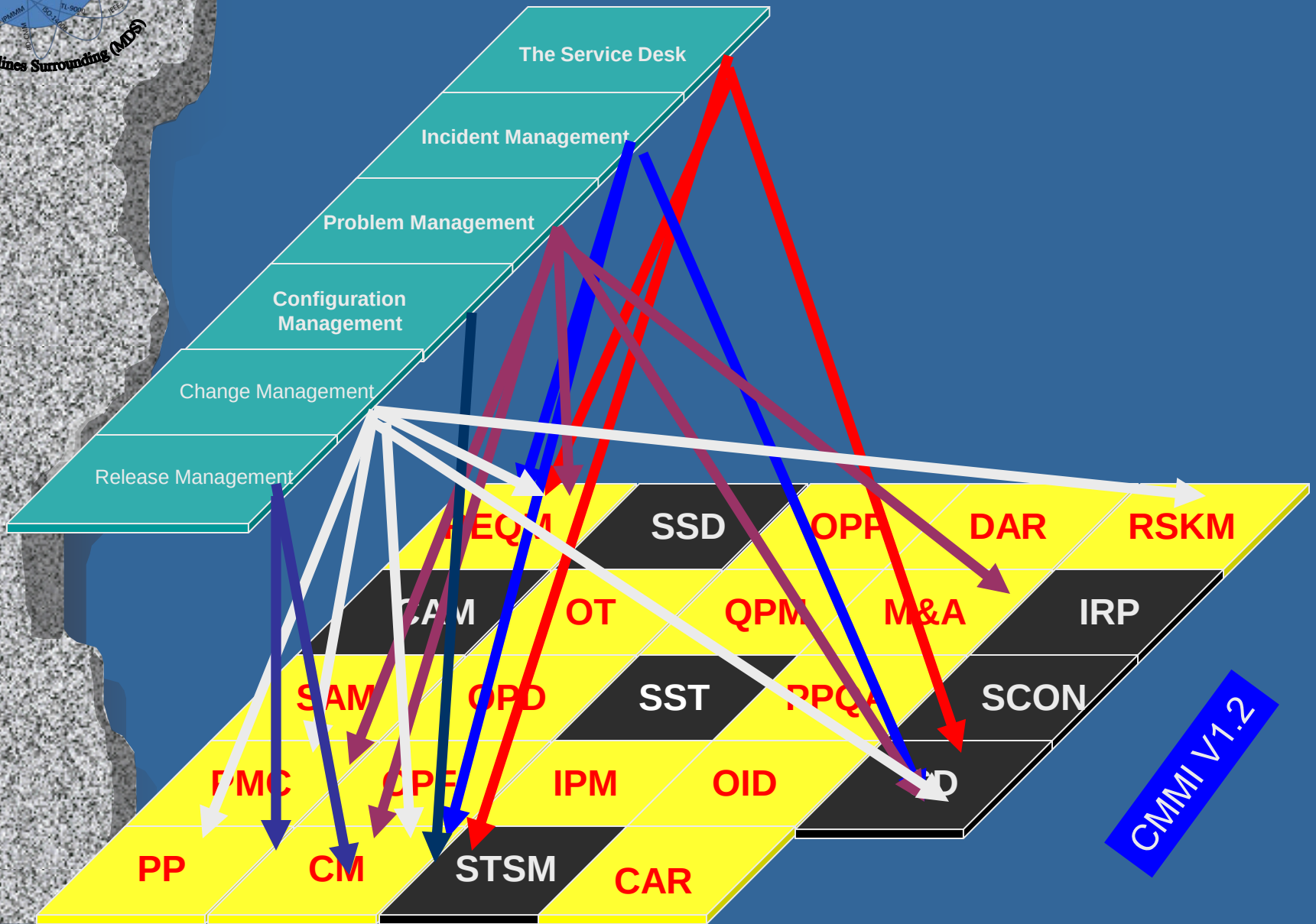
PP CM STSM CAR

CMMI V1.2

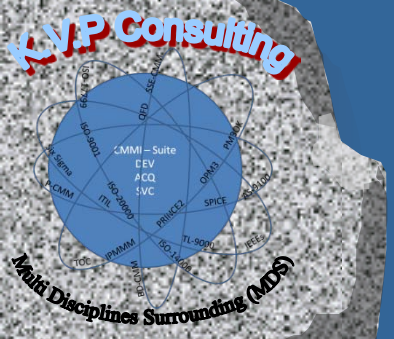
ITIL – CMMI Correlation Snapshot

Service Support





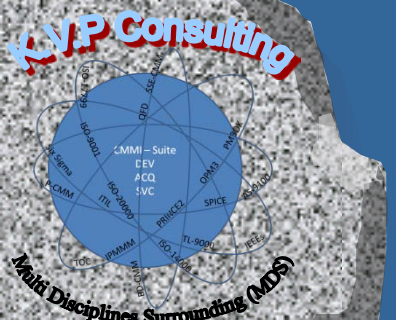
ISO 20000 – CMMI Correlation Snapshot



Control processes
Planning and implementing service management
Resolution processes
Release process
new or changed services
Service delivery process
Requirements for a management system
Relationship processes

REQM
SSD
DAR
RSKM
CAM
OT
QPM
M&A
IRP
SAM
OPD
SCT
PPQA
SCON
PMC
OPF
IPM
OID
SD
PP
CM
STSM
CAR

CMM V1.2



ISO 9001 2008
OHSAS 18001 2007
ISO9000-3
ISO IEC 27001 2005
ISO IEC 27002 (17799)
ISO 14001 2004
ISO 12207
ISO 13485
AS 9100
PMBOK 3rd
OPM3
PRINCE
PMMM
5-S
LEAN
LEAN for Development
Six Sigme 12 Steps
DMAIC Tool Kit
Six Sigma
DFSS
LEAN Six Sigma

ITIL V2.0
ITIL V3.0
ISO 20000
Baldrige
EFQM
DoDAF v1.5
SOA MM
DoD 5000.01
DoD 5000.02
COBIT
SOX
Clinger Cohen
EIA 632
Safty

To Index

Chapter	Section	Requirements	OSSP	PIIDs	Affirmations	Total
4 General Requirements			0	0	0	0
	4.1 Develop Your Quality Management System (QMS)		0	0	0	0
		4.1.1 *Establish your organization's QMS.*	0.00	0.00	0.00	0.00
		4.1.2 *Document* your organization's QMS.	0.00	0.00	0.00	0.00
		4.1.3 *Implement* your organization's QMS.	0.00	0.00	0.00	0.00

	OSSP 12	PIIDs 12	Affirmations 12	Total 12
	0	**0**	**0**	**0**
gement System (QMS)	0	0	0	0
nagement System (QMS)	0	0	0	0
ents	**0**	**0**	**0**	**0**
Quality	0	0	0	0
	0	0	0	0
	0	0	0	0
ng	0	0	0	0
y and Authority	0	0	0	0
Reviews	0	0	0	0
s	**0**	**0**	**0**	**0**
ources	0	0	0	0
ersonnel	0	0	0	0
cture	0	0	0	0
onment	0	0	0	0
nts	**0**	**0**	**0**	**0**
Planning	0	0	0	0
Processes	0	0	0	0
Development	0	0	0	0
chased Products	0	0	0	0
vice Provision	0	0	0	0
asuring Equipment	0	0	0	0
s	**0**	**0**	**0**	**0**
easurement Processes	0	0	0	0
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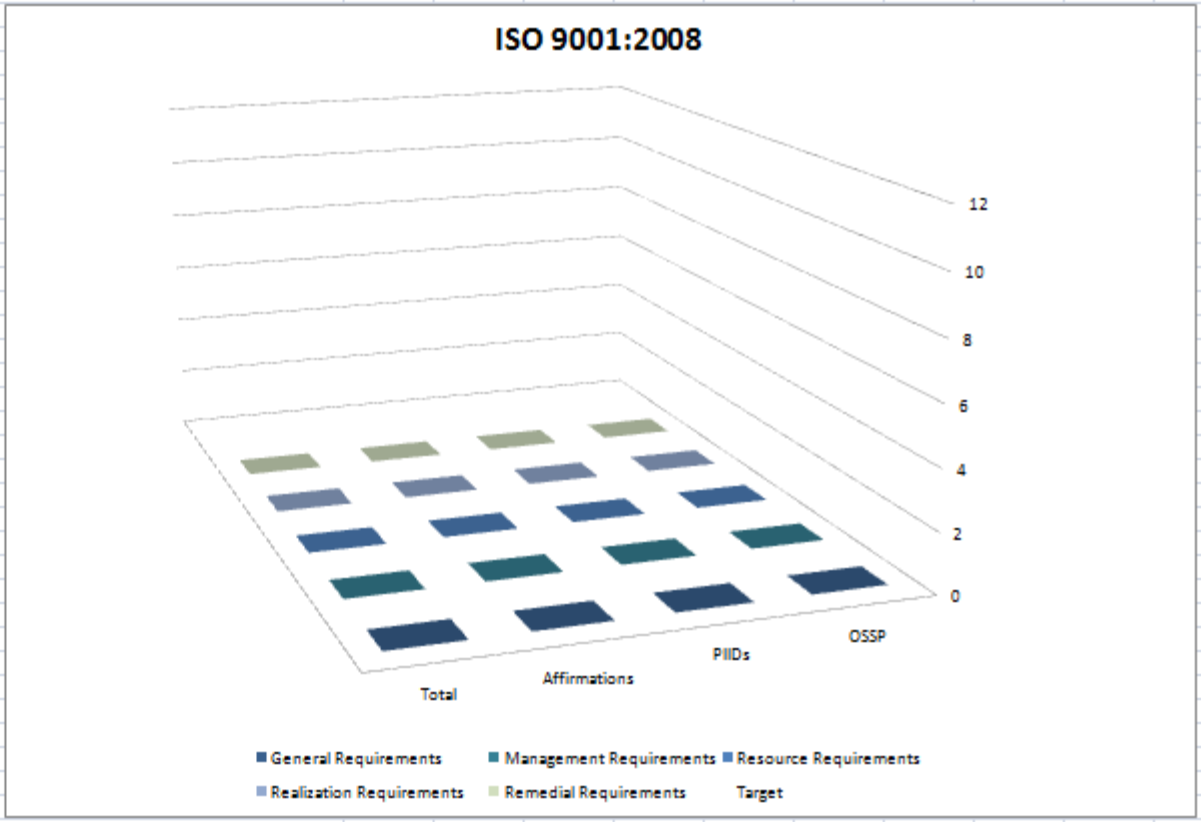
Management Data	0	0	0	0
ke Remedial Actions	0	0	0	0



CMMIs GPs | ISO 9001 2008 | ISO 9001 Sum | OHSAS 18001 2007 | OHSAS 18001 2007 Sum | ISO9000-3 | ISO9000-3 Sum | ISO IEC 2

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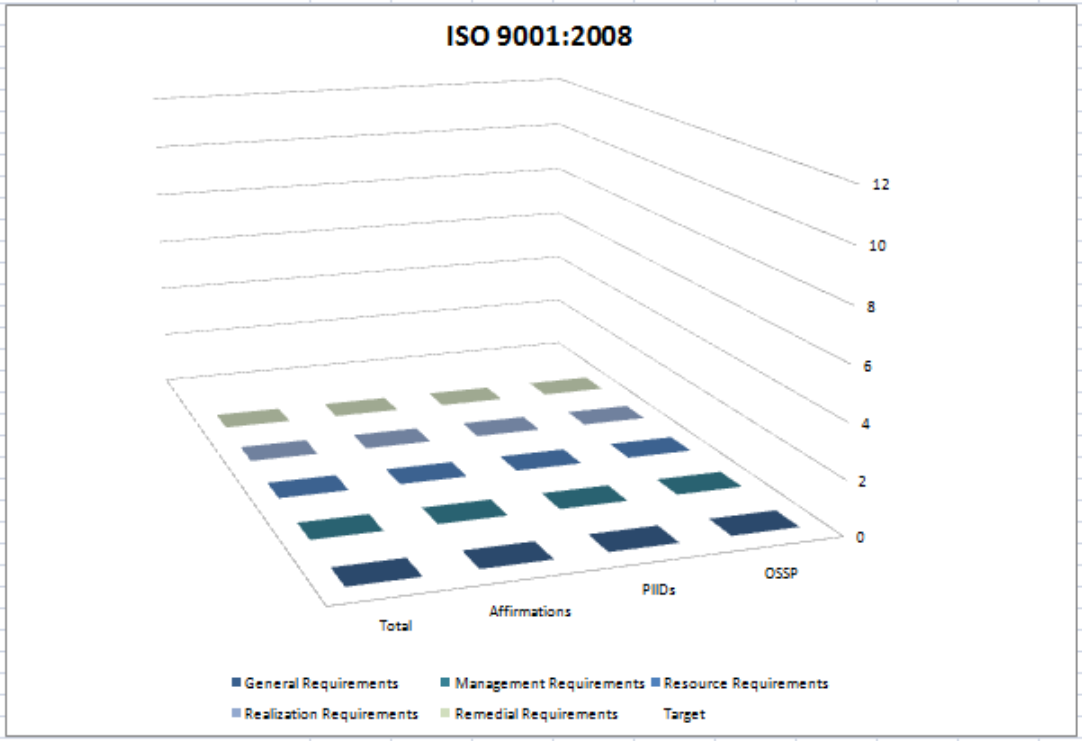
To Index

		OSSP	PIIDs	Affirmations	Total
		12	12	12	12
4	**General Requirements**	**0**	**0**	**0**	**0**
4.1	Develop Your Quality Management System (QMS)	0	0	0	0
4.2	Document Your Quality Management System (QMS)	0	0	0	0
5	**Management Requirements**	**0**	**0**	**0**	**0**
5.1	Show Your Commitment to Quality	0	0	0	0
5.2	Focus On Your Customers	0	0	0	0
5.3	Support Your Quality Policy	0	0	0	0
5.4	Carry Out Your QMS Planning	0	0	0	0
5.5	Allocate QMS Responsibility and Authority	0	0	0	0
5.6	Perform QMS Management Reviews	0	0	0	0
6	**Resource Requirements**	**0**	**0**	**0**	**0**
6.1	Provide Required QMS Resources	0	0	0	0
6.2	Provide Competent QMS Personnel	0	0	0	0
6.3	Provide Necessary Infrastructure	0	0	0	0
6.4	Provide Suitable Work Environment	0	0	0	0
7	**Realization Requirements**	**0**	**0**	**0**	**0**
7.1	Control Product Realization Planning	0	0	0	0
7.2	Control Customer-Related Processes	0	0	0	0
7.3	Control Product Design and Development	0	0	0	0
7.4	Control Purchasing and Purchased Products	0	0	0	0
7.5	Control Production and Service Provision	0	0	0	0
7.6	Control Monitoring and Measuring Equipment	0	0	0	0
8	**Remedial Requirements**	**0**	**0**	**0**	**0**
8.1	Establish Monitoring and Measurement Processes	0	0	0	0
8.2	Carry Out Monitoring and Measurement Activities	0	0	0	0
8.3	Identify and Control Nonconforming Products	0	0	0	0
8.4	Collect and Analyze Quality Management Data	0	0	0	0
8.5	Make Improvements and Take Remedial Actions	0	0	0	0



CMMIs SPs Kobi | CMMIs GPs | ISO 9001 2008 | **ISO 9001 Sum** | OHSAS 18001 2007 | OHSAS 18001 2007 Sum | ISO9000-3 | ISO9000-3 Sum | ISO IEC 27

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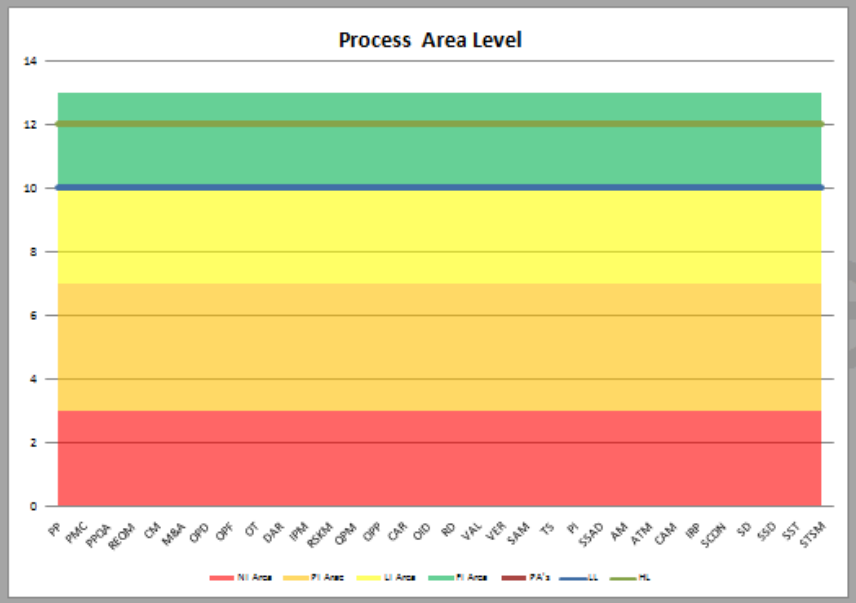
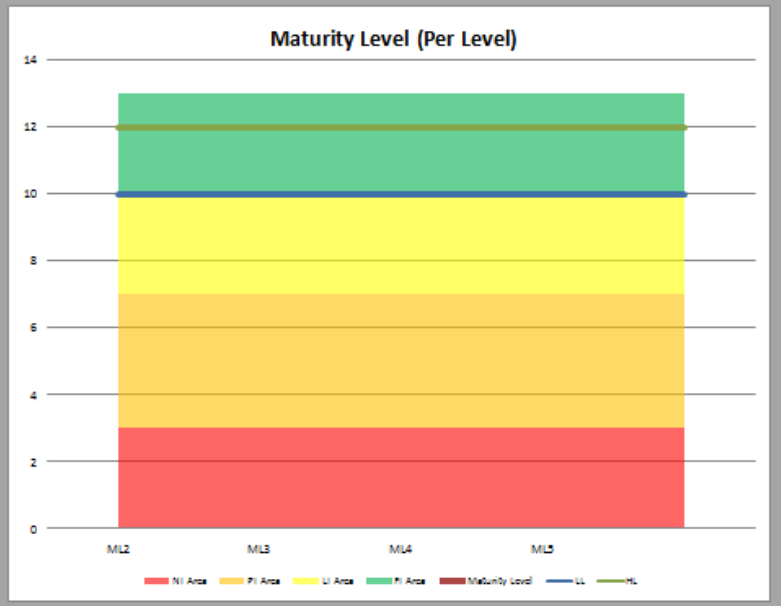
Multi Disciplines Surrounding (MDS)

Process Level	
REQM	
PP	
PMC	
M&A	
PPQA	
CM	
SAM	
RD	
TS	VAL
PI	
VER	
VAL	
OPF	
OPD	
OT	
IPM	
RSKM	
DAR	
OPP	
OPM	
OID	
CA&R	

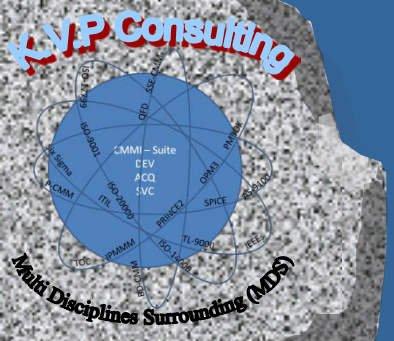
Color	EV	Rating	LL	HL
red	1~3	NI	1.00	3.00
orange	4~6	PI	4.00	6.00
yellow	7~9	LI	7.00	9.00
green	10~12	FI	10.00	12.00

Maturity Level (Per Level)	
ML2	
ML3	
ML4	0.00
ML5	0.00

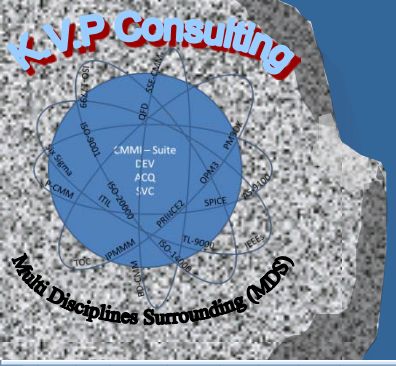




Definitions | Rating Guidelines | OSSP-ML_dashboard | OSSP-SP_dashboard | OSSP-CL_dashboard | OSSP-MLvsCL_dashboard | OSSP | CMMIs SPs Kobi | CMMIs GPs



CMMI Harmonization Process



CMMI-SVC V 1.2

Con	Mat	Processe	Process	Proc	SG N	SP N	Title
SVC	5	Process Man	Causal Anal CAR	Purpose			The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and problems and take action to prevent them from occurring in the future
							Determine Causes of Defects and Problems
SVC	5	Process Man	Causal Anal CAR		1		Root causes of defects and problems are systematically determined
							Select Defects and Problems
SVC	5	Process Man	Causal Anal CAR		1	1.1	Select defects and problems for analysis
SVC	5	Process Man	Causal Anal CAR		1		1. Gather relevant defect and problem data
SVC	5	Process Man	Causal Anal CAR		1		2. Determine the defects and problems to be analyzed further
							Analyze Causes
SVC	5	Process Man	Causal Anal CAR		1	1.2	Perform causal analysis of selected defects and problems and propose actions to address them
SVC	5	Process Man	Causal Anal CAR		1	1.2	1. Conduct causal analysis with those responsible for performing the task
SVC	5	Process Man	Causal Anal CAR		1	1.2	2. Analyze selected defects and problems to determine their root causes
SVC	5	Process Man	Causal Anal CAR		1	1.2	3. Group selected defects and problems based on their root causes
SVC	5	Process Man	Causal Anal CAR		1	1.2	4. Propose and document actions to be taken to prevent the future occurrence of similar defects and problems
							Address Causes of Defects and Problems
SVC	5	Process Man	Causal Anal CAR		2		Root causes of defects and problems are systematically addressed to prevent their future occurrence
							Implement Action Proposals
SVC	5	Process Man	Causal Anal CAR		2	2.1	Implement selected action proposals developed in causal analysis
SVC	5	Process Man	Causal Anal CAR		2	2.1	1. Analyze action proposals and determine their priorities
SVC	5	Process Man	Causal Anal CAR		2	2.1	2. Select action proposals to be implemented
SVC	5	Process Man	Causal Anal CAR		2	2.1	3. Create action items for implementing the action proposals
SVC	5	Process Man	Causal Anal CAR		2	2.1	4. Identify and remove similar defects and problems that may exist in other processes and work products
SVC	5	Process Man	Causal Anal CAR		2	2.1	5. Identify and document improvement proposals for the organization's set of standard processes
							Evaluate the Effect of Changes
SVC	5	Process Man	Causal Anal CAR		2	2.2	Evaluate the effect of changes on process performance
SVC	5	Process Man	Causal Anal CAR		2	2.2	1. Measure the change in performance of the project's defined process or of subprocesses as appropriate
SVC	5	Process Man	Causal Anal CAR		2	2.2	2. Measure the capability of the project's defined process or of subprocesses as appropriate
							Record Data
SVC	5	Process Man	Causal Anal CAR		2	2.3	Record causal analysis and resolution data for use across the project and organization
SVC	2	Support	Configuration CM	Purpose			The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits

CMMI-ACQ V 1.2

Con	Mat	Proc	Proc	Proc	SG N	SP Num	Title
ACQ	5	Sup	Cau	CAR			The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and other problems and take action to prevent them from occurring in the future
							Determine Causes of Defects
ACQ	5	Sup	Cau	CAR	1	1	Root causes of defects and other problems are systematically determined
							Select Defect Data for Analysis
ACQ	5	Sup	Cau	CAR	1	1.1	Select defects and other problems for analysis
ACQ	5	Sup	Cau	CAR	1	1.1	1. Gather relevant defect or problem data
ACQ	5	Sup	Cau	CAR	1	1.1	2. Determine the defects and other problems to be analyzed further
							Analyze Causes
ACQ	5	Sup	Cau	CAR	1	1.2	Perform causal analysis of selected defects and other problems and propose actions to address them
ACQ	5	Sup	Cau	CAR	1	1.2	1. Conduct causal analysis with those responsible for performing the task.
ACQ	5	Sup	Cau	CAR	1	1.2	2. Analyze selected defects and other problems to determine their root causes
ACQ	5	Sup	Cau	CAR	1	1.2	3. Group selected defects and other problems based on their root causes
ACQ	5	Sup	Cau	CAR	1	1.2	4. Propose and document actions to be taken to prevent the future occurrence of similar defects or other problems
							Address Causes of Defects
ACQ	5	Sup	Cau	CAR	2	2	Root causes of defects and other problems are systematically addressed to prevent their future occurrence
							Implement Action Proposals
ACQ	5	Sup	Cau	CAR	2	2.1	Implement selected action proposals developed in causal analysis
ACQ	5	Sup	Cau	CAR	2	2.1	1. Analyze action proposals and determine their priorities
ACQ	5	Sup	Cau	CAR	2	2.1	2. Select action proposals to be implemented
ACQ	5	Sup	Cau	CAR	2	2.1	3. Create action items for implementing the action proposals
ACQ	5	Sup	Cau	CAR	2	2.1	4. Identify and remove similar defects that may exist in other processes and work products
ACQ	5	Sup	Cau	CAR	2	2.1	5. Identify and document improvement proposals for the organization's set of standard processes
							Evaluate the Effect of Changes
ACQ	5	Sup	Cau	CAR	2	2.2	Evaluate the effect of changes on process performance
ACQ	5	Sup	Cau	CAR	2	2.2	1. Measure the change in performance of the project's defined process or of subprocesses, as appropriate
ACQ	5	Sup	Cau	CAR	2	2.2	2. Measure the capability of the project's defined process or of subprocesses, as appropriate
							Record Data
ACQ	5	Sup	Cau	CAR	2	2.3	Record causal analysis and resolution data for use across the project and organization
ACQ	2	Sup	Con	CM			The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits

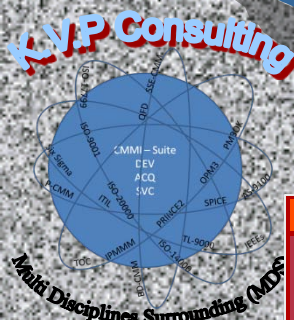
CMMI-DEV V 1.2

Con	Mat	Proc	Proc	Proc	SG	SP	Num	Title
DEV	5	Sup	Cau	CAR				The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and problems and take action to prevent them from occurring in the future
								Root causes of defects and other problems are systematically det
DEV	5	Sup	Cau	CAR	1		1	A root cause is a source of a defect such that, if it is removed, th
								Select Defect Data for Analysis
DEV	5	Sup	Cau	CAR	1	1.1		Select the defects and other problems for analysis
DEV	5	Sup	Cau	CAR	1	1.1		Gather relevant defect or problem data
DEV	5	Sup	Cau	CAR	1	1.1		Determine which defects and other problems will be analyzed fu
								Analyze Causes
DEV	5	Sup	Cau	CAR	1	1.2		Perform causal analysis of selected defects and other problems a
DEV	5	Sup	Cau	CAR	1	1.2		Conduct causal analysis with the people who are responsible for
DEV	5	Sup	Cau	CAR	1	1.2		Analyze selected defects and other problems to determine their ro
DEV	5	Sup	Cau	CAR	1	1.2		Group the selected defects and other problems based on their ro
DEV	5	Sup	Cau	CAR	1	1.2		Propose and document actions that need to be taken to prevent t defects or other problems
								Address Causes of Defects
DEV	5	Sup	Cau	CAR	2	2		Root causes of defects and other problems are systematically add occurrence
								Implement the Action Proposals
DEV	5	Sup	Cau	CAR	2	2.1		Implement the selected action proposals that were developed in
DEV	5	Sup	Cau	CAR	2	2.1		1. Analyze the action proposals and determine their priorities
DEV	5	Sup	Cau	CAR	2	2.1		2. Select the action proposals that will be implemented
DEV	5	Sup	Cau	CAR	2	2.1		3. Create action items for implementing the action proposals
DEV	5	Sup	Cau	CAR	2	2.1		4. Identify and remove similar defects that may exist in other pro
DEV	5	Sup	Cau	CAR	2	2.1		5. Identify and document improvement proposals for the organiz
								Evaluate the Effect of Changes
DEV	5	Sup	Cau	CAR	2	2.2		Evaluate the effect of changes on process performance
DEV	5	Sup	Cau	CAR	2	2.2		1. Measure the change in the performance of the project's defined
DEV	5	Sup	Cau	CAR	2	2.2		2. Measure the capability of the project's defined process as appr
								Record Data
DEV	5	Sup	Cau	CAR	2	2.3		Record causal analysis and resolution data for use across the pro
DEV	2	Sup	Con	CM				The purpose of Configuration Management (CM) is to establish a products using configuration identification, configuration contro and configuration audits

L0 Harmonization Like (16 Comm) | L1 Harmonization (Part Coom) | L2 Harmonization Other PA (Map) | CMMIs GPs | CMMI-SVC V1.2 | CMMI-ACQ V1.2 | CMMI-DEV V1.2

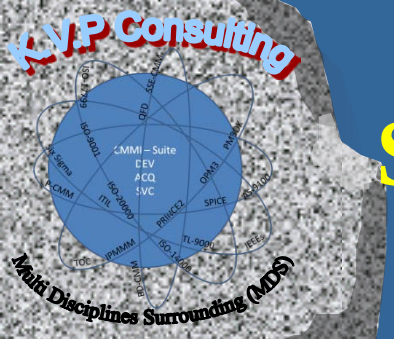
CMMI Harmonization Process Tool

DEV	ACQ	SVC
Project Planning	Project Planning	Project Planning
Project Monitoring and Control	Project Monitoring and Control	Project Monitoring and Control
Process and Product Quality Assurance	Process and Product Quality Assurance	Process and Product Quality Assurance
Requirements Management	Requirements Management	Requirements Management
Configuration Management	Configuration Management	Configuration Management
Measurement and Analysis	Measurement and Analysis	Measurement and Analysis
Disciplines Surrounding		
Organizational Process Definition +IPPD	Organizational Process Definition	Organizational Process Definition
Organizational Process Focus	Organizational Process Focus	Organizational Process Focus
Organizational Training	Organizational Training	Organizational Training
Decision Analysis and Resolution	Decision Analysis and Resolution	Decision Analysis and Resolution
Integrated Project Management +IPPD	Integrated Project Management	Integrated Project Management
Risk Management	Risk Management	Risk Management
Quantitative Project Management	Quantitative Project Management	Quantitative Project Management
Organizational Process Performance	Organizational Process Performance	Organizational Process Performance
Causal Analysis and Resolution	Causal Analysis and Resolution	Causal Analysis and Resolution
Organizational Innovation and Deployment	Organizational Innovation and Deployment	Organizational Innovation and Deployment
Supplier Agreement Management		Supplier Agreement Management
Requirements Development	Acquisition Requirements Development	
Validation	Acquisition Validation	
Verification	Acquisition Verification	
Technical Solution	Solicitation and Supplier Agreement Development	Capacity and Availability Management
Product Integration	Agreement Management	Incident Resolution and Prevention
	Acquisition Technical Management	Service Continuity
		Service Delivery
		Service System Development
		Service System Transition
		Strategic Service Management



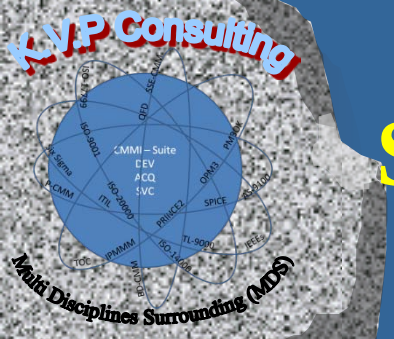
First Level Filtering (PA Level)

DEV	ACQ	SVC
Project Planning	Project Planning	Project Planning
Project Monitoring and Control	Project Monitoring and Control	Project Monitoring and Control
Process and Product Quality Assurance	Process and Product Quality Assurance	Process and Product Quality Assurance
Requirements Management	Requirements Management	Requirements Management
Configuration Management	Configuration Management	Configuration Management
Measurement and Analysis	Measurement and Analysis	Measurement and Analysis
Organizational Process Definition +IPPD	Organizational Process Definition	Organizational Process Definition
Organizational Process Focus	Organizational Process Focus	Organizational Process Focus
Organizational Training	Organizational Training	Organizational Training
Decision Analysis and Resolution	Decision Analysis and Resolution	Decision Analysis and Resolution
Integrated Project Management +IPPD	Integrated Project Management	Integrated Project Management
Risk Management	Risk Management	Risk Management
Quantitative Project Management	Quantitative Project Management	Quantitative Project Management
Organizational Process Performance	Organizational Process Performance	Organizational Process Performance
Causal Analysis and Resolution	Causal Analysis and Resolution	Causal Analysis and Resolution
Organizational Innovation and Deployment	Organizational Innovation and Deployment	Organizational Innovation and Deployment
Supplier Agreement Management		Supplier Agreement Management
Requirements Development	Acquisition Requirements Development	
Validation	Acquisition Validation	
Verification	Acquisition Verification	
Technical Solution	Solicitation and Supplier Agreement Development	Capacity and Availability Management
Product Integration	Agreement Management	Incident Resolution and Prevention
	Acquisition Technical Management	Service Continuity
		Service Delivery
		Service System Development
		Service System Transition
		Strategic Service Management



Second Level Filtering (Goal Level)

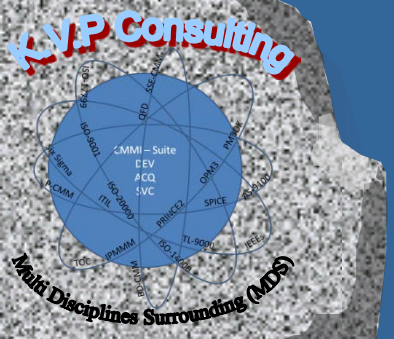
- Service System Development (SSD),
  SG 1 – Develop and Analyze Stakeholder Requirements
  can be found in Requirements Development
- Acquisition Technical Management (ATM),
  SG 1 – Evaluate Technical Solutions
  can be found in Technical Solution
- Acquisition Technical Management (ATM),
  SG 2 – Perform Interface Management
  can be found in Technical Solution and Product Integration



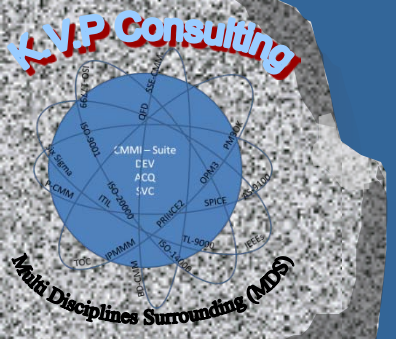
Second Level Filtering (Goal Level)

- Service Continuity (SCON),
  SG 3 - Verify and Validate the Service Continuity Plan
  can be found in Verification and Validation

- Service System Development (SSD),
  SG 3 - Verify and Validate Service Systems
  can be found in Verification and Validation

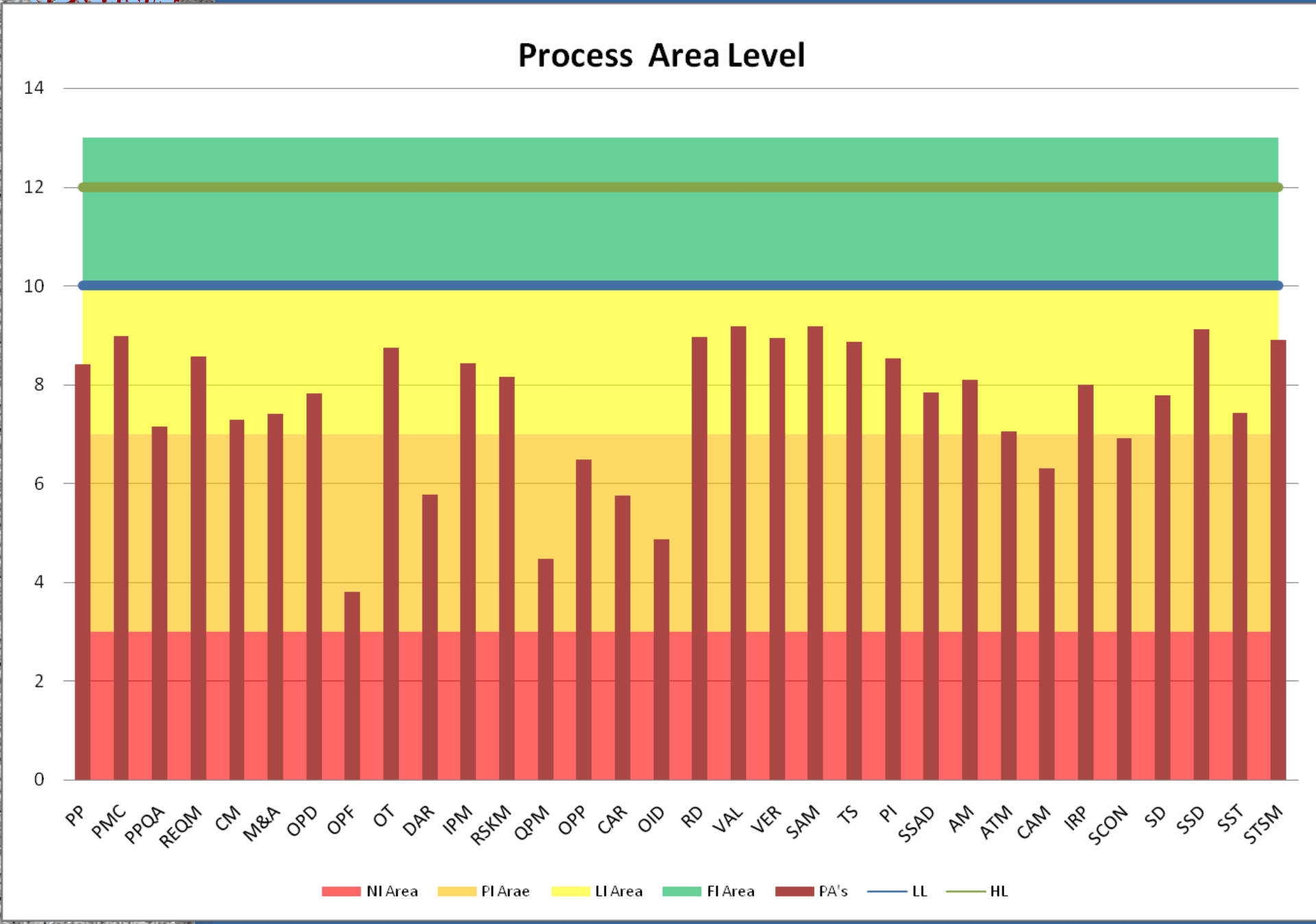


Conducting Detailed Gap Analysis



Gap Analysis Model Scope

- 32 CMMI Process Areas
  - 75 CMMI Specific Goals
    - 249 CMMI Specific Practices
      - 1169 CMMI Specific Subpractices
  - 5 ‘Classic’ CMMI Generic Goals (Extended)
    - 17 ‘Classic’ CMMI Generic Practices (Extended)
      - 34 ‘Classic’ CMMI Generic Subpractices (Extended)
- Cross-referenced with the following additional standards elements


Process Area Level
14
12
10
8
6
4
2
0
PP
PMC
PPQA
REQM
CM
M&A
OPD
OPF
OT
DAR
IPM
RSKM
QPM
OPP
CAR
OID
RD
VAL
VER
SAM
TS
PI
SSAD
AM
ATM
CAM
IRP
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PA's
LL
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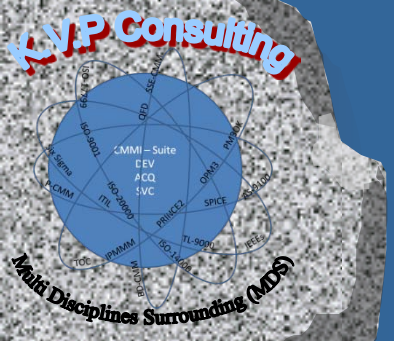
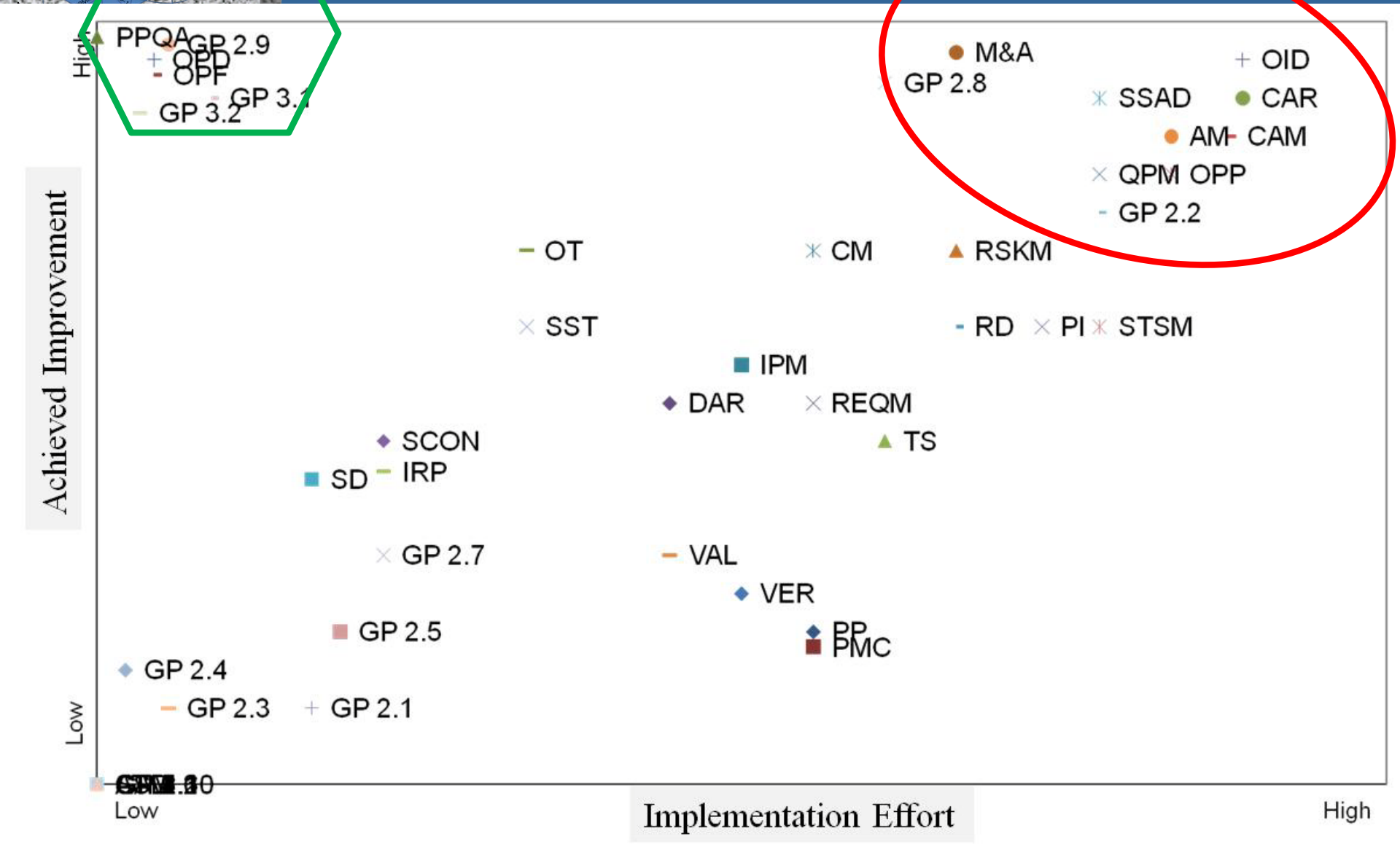


Processing the Results

Improvement vs. Implementation

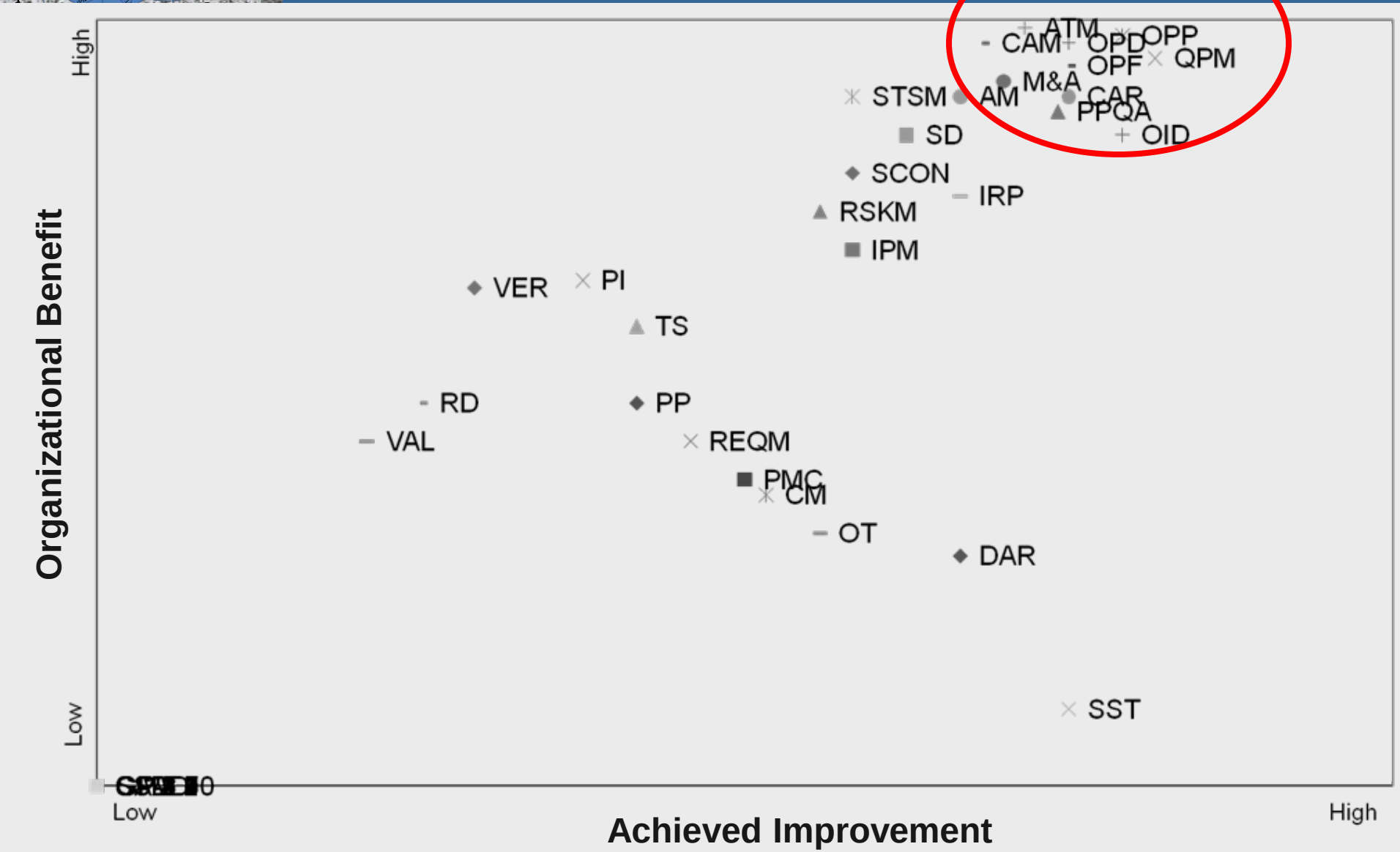
Process Improvements

ROI

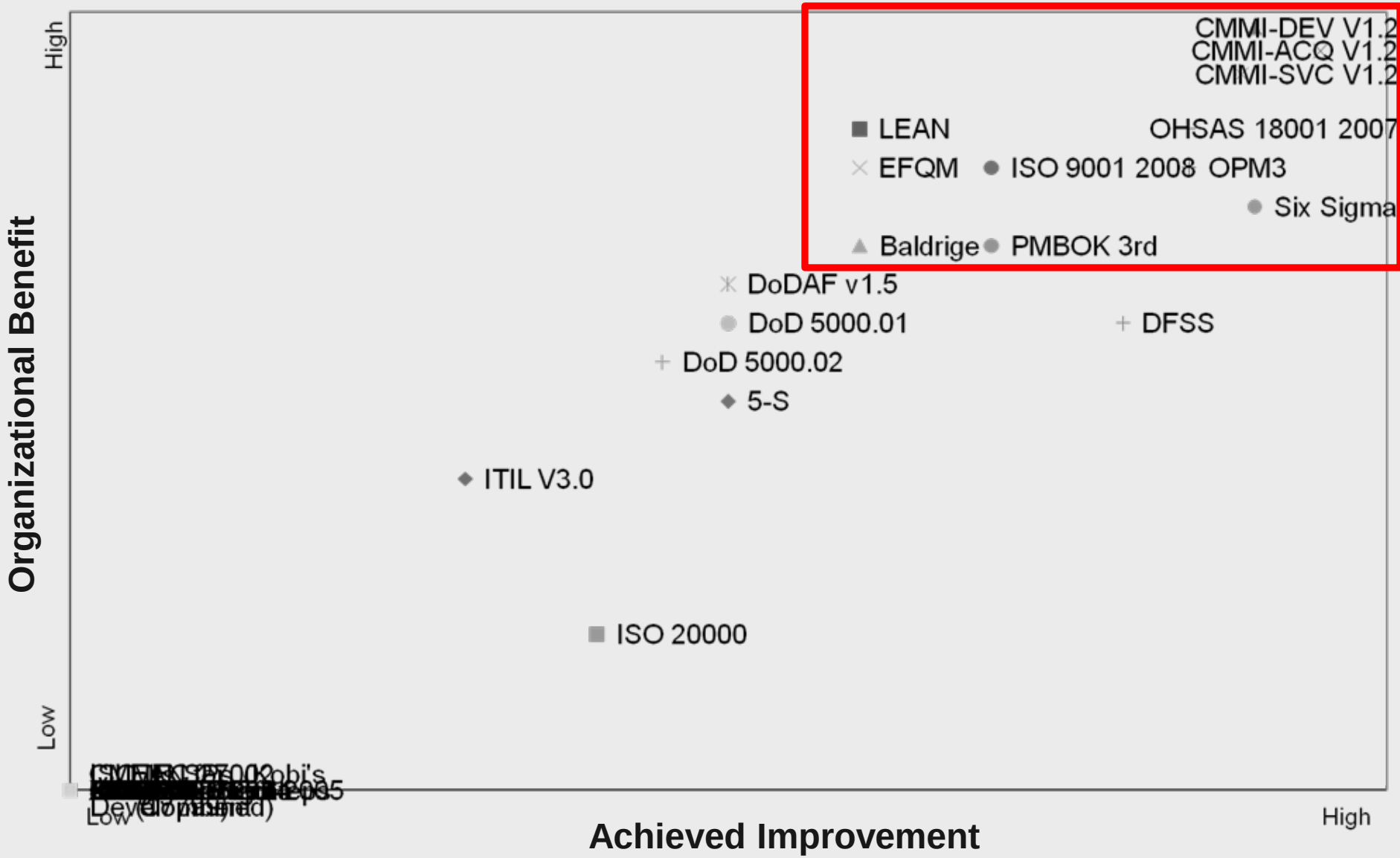


Improvement vs. Benefit

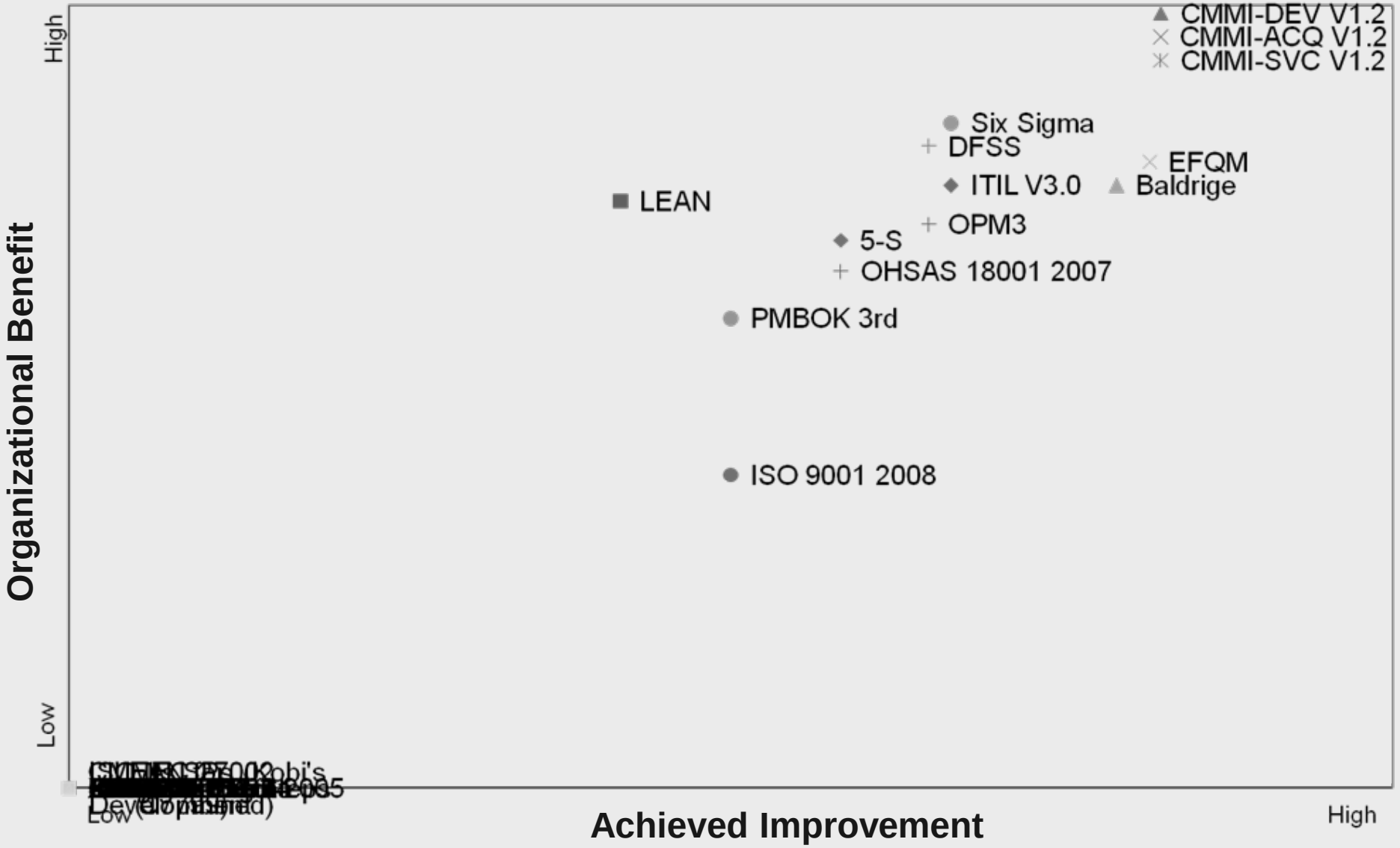
Add Value

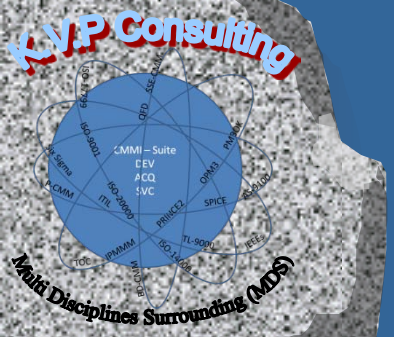


Standards Compliance to ORG Mission



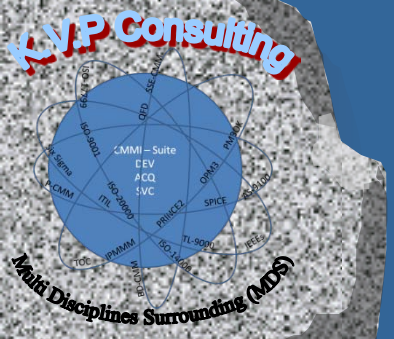
Additional Standards Contribution





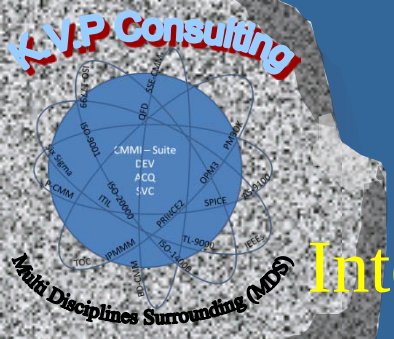
Some of Our Suggestions

Don’t try this at Home without adult helping you



Survival Quick guidelines

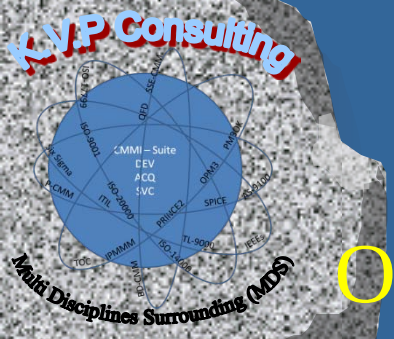
- A method to support multi appraisals in line with CMMI must be compatible with the Reference Model and discipline
- Requirements for Compatibility are expressed in terms of:
  - Purpose
    - Of combined models
    - Of going there
  - Scope
    - Of selected models
    - Of organization
  - Model elements and indicators
  - **Mapping**
    - **Knowledge on....**
  - Translation
- These requirements span various levels and model features



Some of Our Suggestions

Integration approach

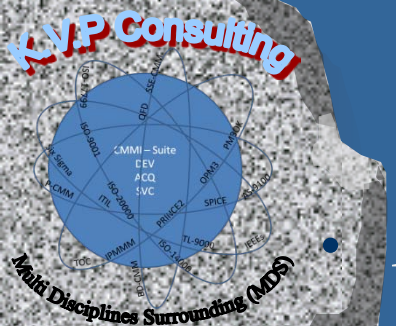
- Capacity and Availability Management (CAM) place as unique PA?
  - In CMU/SEI-93-TR-025 (SW-CMM V1.1) SPP KPA Activity 11: Estimates for the project's critical computer resources are derived according to a documented procedure
- Integrate SG 3 of Service Continuity (SCON), and Service System Development (SSD) to be part of Verification and Validation
- Integrate Acquisition Technical Management (ATM) to Technical Solution
- Integrate VER and AVER; VAL and AVAL
- Consider Security



Some of Our Suggestions

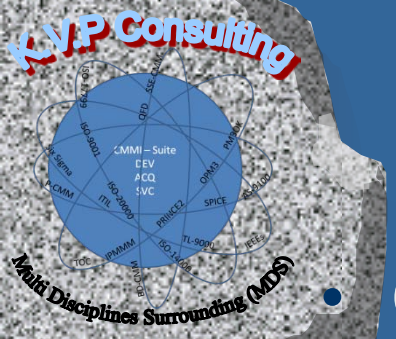
Our Suggestions to the integration approach

- Add more elaborations
- Create more objective wording in PAs, e.g.
  - Project Planning to Delivery / Assignment / *Product* Planning
  - Technical Solution to Solution Development
- Add more examples



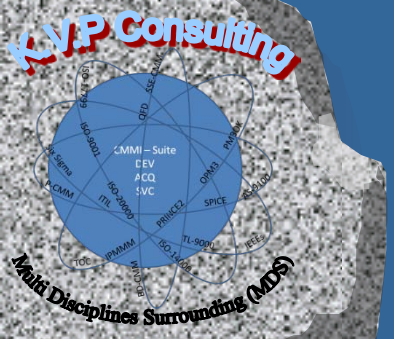
Some of Our Future Discussions

- Additional Generic Practice for Security as defined process
  - Our suggestion: GP 3.3 Information Management and Security Control
    - *Place designated information entities and work products of the process and product under appropriate levels of classification and control*
    - *Including five subpractices*
      - *Identify*
      - *Analysis*
      - *Evaluate*
      - *Prepare plan*
      - *Execute and recover*
- Approach to P-CMM
- Approach to Resiliency Engineering Framework (REF) and Operationally Critical Threat, Asset, and Vulnerability Evaluation (OCTAVE)
- Approach Smart Grid at three levels



Some of Our Future Discussions

- Cross constellation support team
  - Prerequisite knowledge
  - Team qualification / certifications
- Cross constellations Appraisal team
  - Team training
  - Team qualification / certifications
  - PIIDs
  - Structure of mini teams
  - Consensus process


V.P. Consulting
CMMI – Suite
DEV
ACQ
SVC
Multi Disciplines Surrounding (MDS)

Questions