

9<sup>th</sup> Annual National Defense Industrial Association  
CMMI Technology Conference and User Group  
November 18, 2009  
Denver, Colorado, USA



# AN OVERVIEW OF CMMI-SVC FOR CMMI-DEV ENTHUSIASTS

Bill Smith, CEO  
Leading Edge Process Consultants LLC  
[www.CmmiTraining.com](http://www.CmmiTraining.com)



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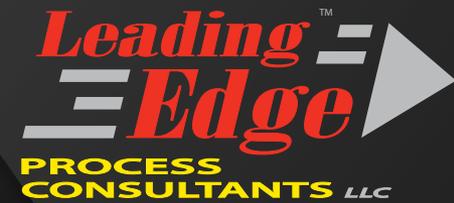


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**CMMI-  
DEV**

**CMMI-  
SVC**



## Objective of This Presentation

*To provide an overview of how the CMMI for Services (CMMI-SVC) differs from the CMMI for Development (CMMI-DEV). We assume you already know and **love** CMMI-DEV.*

# Agenda

- ◎ About the CMMI for Services
- ◎ Key Architectural Differences Between CMMI-SVC and CMMI-DEV
- ◎ An Overview of the Service-Specific Process Areas
- ◎ Conclusion

# About the CMMI for Services

# What is the *CMMI for Services*?

- A relatively new **CMMI constellation** focusing on the activities required to manage, establish, and deliver **services**.
- Potentially relevant to **any** organization that delivers services



*about* **80%**

*of the world economy is  
based on services*

# What Is a Service?

“...a **product** that is **intangible** and **non-storable**”\*

“... a work product that is intended for **delivery** to a customer or end user”\*



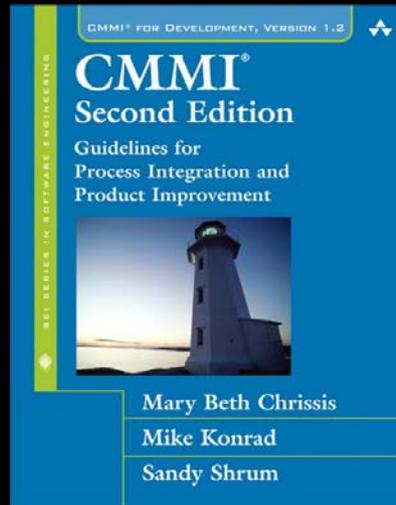
“U Can't Touch This”



\*CMMI Glossary

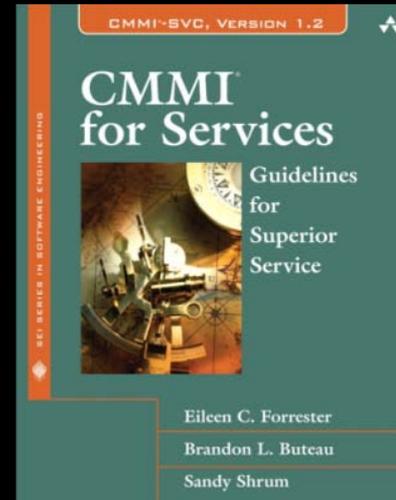
# Scope of CMMI-DEV vs. CMMI-SVC

## CMMI-DEV



Product development

## CMMI-SVC



Service delivery

A product can be a service

You could use CMMI-DEV to develop a service

A service can include physical goods

Includes establishment & management

# Example Industries and Applications



health care



network support



consulting



training



defense



staff augmentation



transportation



call centers



finance

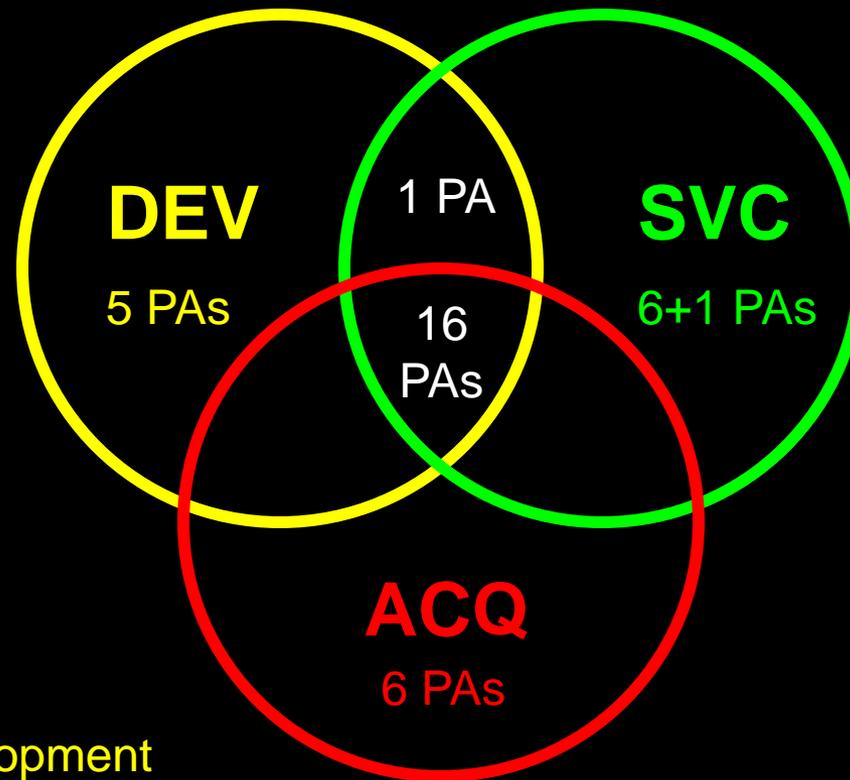
Services reported by early users:

- auditing
- book shelving
- consulting
- health care
- human resources
- IT services
- IV&V
- lawn care
- logistics
- maintenance
- **marketing**
- refugee services
- research
- **training**

Our company is applying CMMI-SVC to **these areas**

# Key Architectural Differences Between CMMI-SVC and CMMI- DEV

# The CMMI Constellations



**CMMI-DEV** - Development  
**CMMI-SVC** - Services  
**CMMI-ACQ** - Acquisition

PA – Process Area

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Engineering	Support
5	• OID			• CAR
4	• OPP	• QPM		
3	• OPF • OPD + IPPD • OT	• IPM + IPPD • RSKM <div style="background-color: yellow; padding: 5px; text-align: center; margin: 10px 0;">                         Start with CMMI-DEV                     </div> 	• RD • TS • PI • VER • VAL	• DAR
2		• PP • PMC • SAM	• REQM	• CM • PPQA • MA

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

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2		• PP • PMC • SAM	• REQM	• CM • PPQA • MA

**Keep the core PAs**



# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

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4	• <b>OPP</b>	• <b>QPM</b>		
3	• <b>OPF</b> • <b>OPD</b> + IPPD • <b>OT</b>	• <b>IPM</b> + IPPD • <b>RSKM</b>	• <b>RD</b> • <b>TS</b> • <b>PI</b> • <b>VER</b> • <b>VAL</b>	• <b>DAR</b>
2		• <b>PP</b> • <b>PMC</b> • <b>SAM</b>	• <b>REQM</b>	• <b>CM</b> • <b>PPQA</b> • <b>MA</b>

Keep the core PAs (bold)



# From CMMI-DEV to CMMI-SVC

## CATEGORY

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Keep SAM



# From CMMI-DEV to CMMI-SVC

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MATURITY LEVEL

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Keep SAM



# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

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5	• <b>OID</b>			• <b>CAR</b>
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3	<ul style="list-style-type: none"> <li>• <b>OPF</b></li> <li>• <b>OPD + IPPD</b></li> <li>• <b>OT</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>IPM + IPPD</b></li> <li>• <b>RSKM</b></li> </ul> 	<ul style="list-style-type: none"> <li>• <b>RD</b></li> <li>• <b>TS</b></li> <li>• <b>PI</b></li> </ul>	• <b>DAR</b>
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Incorporate key IPPD concepts into IPM and OPD

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Engineering	Support
5	• OID			• CAR
4	• OPP	• QPM		
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2		<ul style="list-style-type: none"> <li>• PP</li> <li>• PMC • SAM</li> </ul>	• REQM	<ul style="list-style-type: none"> <li>• CM</li> <li>• PPQA</li> <li>• MA</li> </ul>

Incorporate key IPPD concepts into IPM and OPD

# From CMMI-DEV to CMMI-SVC

## CATEGORY

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Re-categorize  
REQM



# From CMMI-DEV to CMMI-SVC

## CATEGORY

	Process Mgt	Project Management	Engineering	Support
5	• <b>OID</b>			• <b>CAR</b>
4	• <b>OPP</b>	• <b>QPM</b>		
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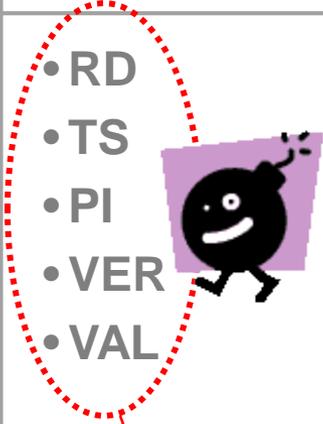
**MATURITY LEVEL**

**Re-categorize REQM**

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Engineering	Support
5	• OID			• CAR
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2		• PP    • REQM • PMC   • SAM		• CM • PPQA • MA

Eliminate the Engineering PAs

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

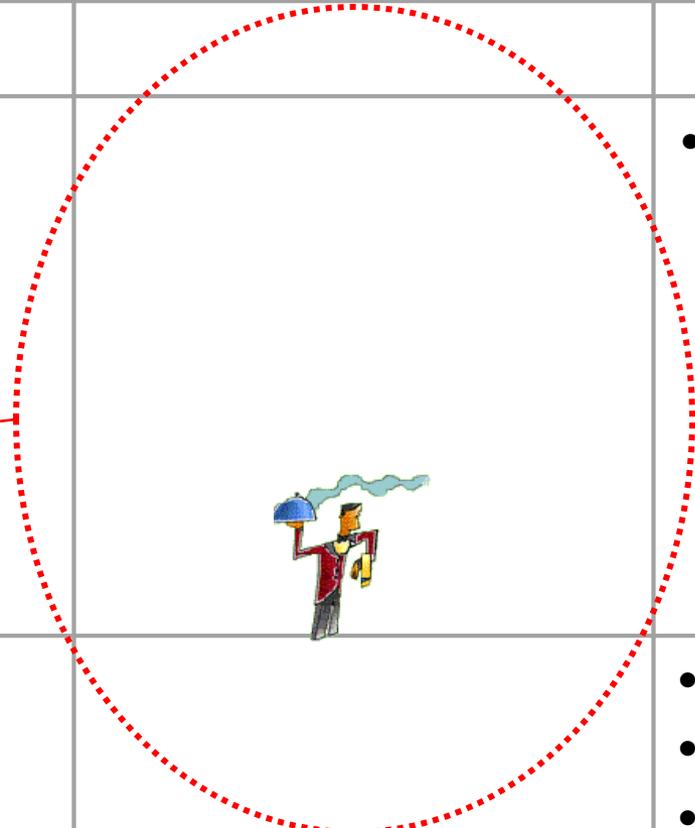
	Process Mgt	Project Management		Support
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\*modified

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management		Support
5	• <b>OID</b>			• <b>CAR</b>
4	• <b>OPP</b>	• <b>QPM</b>		
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Add Service Establishment & Delivery PAs

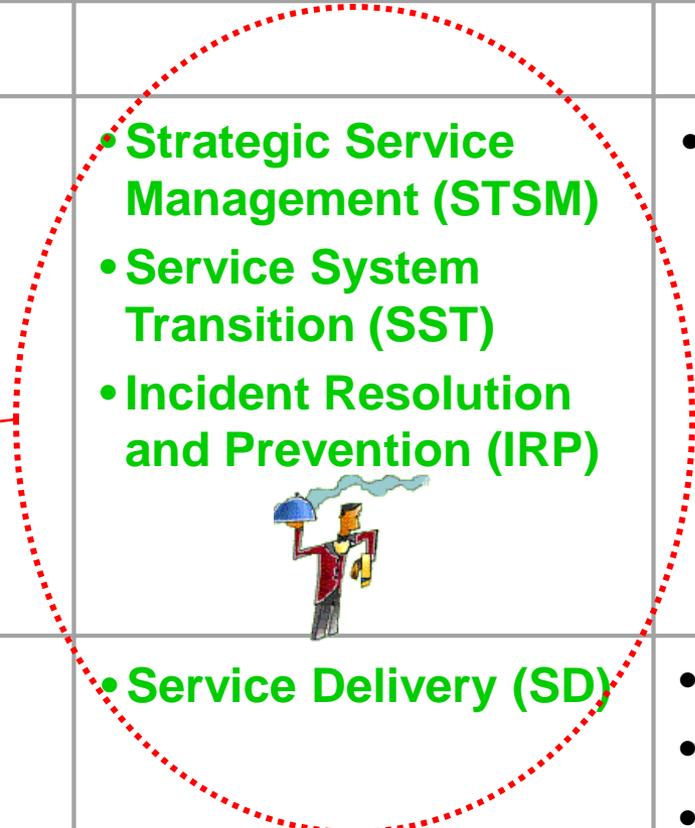
# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Service Establishment and Delivery	Support
5	• <b>OID</b>			• <b>CAR</b>
4	• <b>OPP</b>	• <b>QPM</b>		
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2		• <b>PP</b> • <b>REQM</b> • <b>PMC</b> • <b>SAM</b>	• <b>Service Delivery (SD)</b>	• <b>CM</b> • <b>PPQA</b> • <b>MA</b>

Add Service Establishment & Delivery PAs

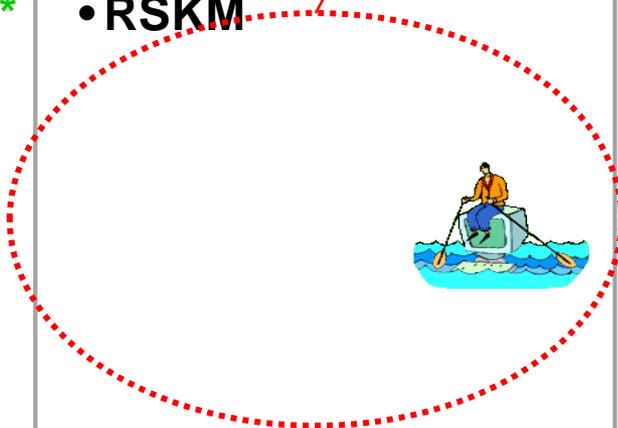


# From CMMI-DEV to CMMI-SVC

## CATEGORY

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4	• <b>OPP</b>			
3	• <b>OPF</b> • <b>OPD*</b> • <b>OT</b>	<div data-bbox="483 385 1062 664" style="background-color: yellow; border: 1px solid black; padding: 5px; display: inline-block;">                     Add SVC-specific Project Management PAs                 </div> • <b>RSKM</b>	<ul style="list-style-type: none"> <li>• <b>Strategic Service Management (STSM)</b></li> <li>• <b>Service System Transition (SST)</b></li> <li>• <b>Incident Resolution and Prevention (IRP)</b></li> </ul>	• <b>DAR</b>
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# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Service Establishment and Delivery	Support
5	• OID			• CAR
4	• OPP			
3	• OPF • OPD* • OT	<p><b>Add SVC-specific Project Management PAs</b></p> <ul style="list-style-type: none"> <li>• RSKM</li> <li>• Service Continuity Management (SCON)</li> <li>• Capacity and Availability Management (CAM)</li> </ul> 	<ul style="list-style-type: none"> <li>• Strategic Service Management (STSM)</li> <li>• Service System Transition (SST)</li> <li>• Incident Resolution and Prevention (IRP)</li> </ul>	• DAR
2		<ul style="list-style-type: none"> <li>• PP</li> <li>• REQ M</li> <li>• PMC</li> <li>• SAM</li> </ul>	• Service Delivery (SD)	<ul style="list-style-type: none"> <li>• CM</li> <li>• PPQA</li> <li>• MA</li> </ul>

# From CMMI-DEV to CMMI-SVC

## CATEGORY

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2		• PP    • REQM • PMC   • SAM	• Service Delivery (SD)	• CM • PPQA • MA

Insert the SSD addition



# From CMMI-DEV to CMMI-SVC

## CATEGORY

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2		• PP    • REQM • PMC   • SAM	• Service Delivery (SD)	• CM • PPQA • MA

Insert the SSD addition



# From CMMI-DEV to CMMI-SVC

## CATEGORY

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2		• PP • PMC • REQM • SAM	• Service Delivery (SD)	• CM • PPQA • MA

Add New SP to PP

Tweak SAM

• PP

• SAM

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Service Establishment and Delivery	Support
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Add New SP to PP

Tweak SAM

• PP\*

• SAM\*

# From CMMI-DEV to CMMI-SVC

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Insert informative material throughout

# From CMMI-DEV to CMMI-SVC

## CATEGORY

MATURITY LEVEL

	Process Mgt	Project Management	Service Establishment and Delivery	Support
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# An Overview of the Service-Specific Process Areas

# Strategic Service Management (STSM) (1)

- ◎ **Purpose:** To establish and maintain **standard services** in concert with **strategic needs and plans.**



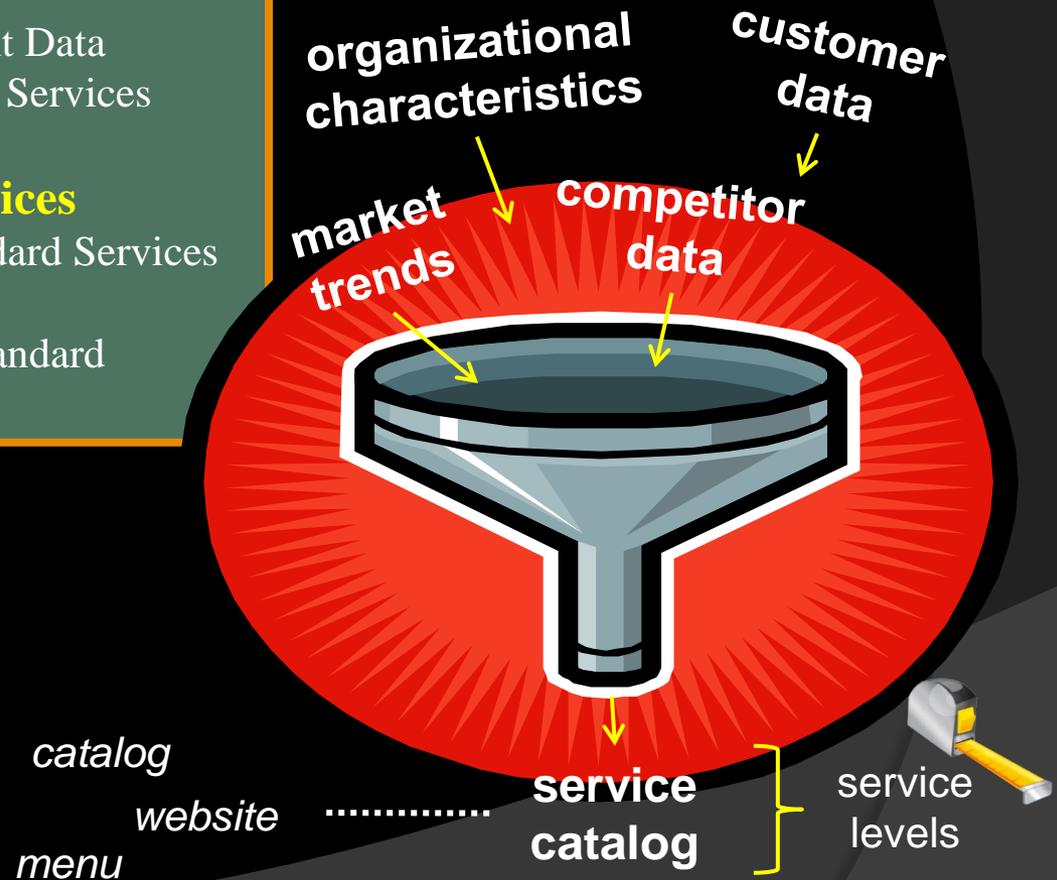
# Strategic Service Management (STSM) (2)

## SG 1 Establish Strategic Needs and Plans for Standard Services

- SP 1.1 Gather and Analyze Relevant Data
- SP 1.2 Establish Plans for Standard Services

## SG 2 Establish Standard Services

- SP 2.1 Establish Properties of Standard Services and Service Levels
- SP 2.2 Establish Descriptions of Standard Services



# Service System Development (SSD) (1)

- ◎ **Purpose:** To analyze, design, develop, integrate, verify, and validate service systems, including service system components, to satisfy existing or anticipated service agreements.



# Service System Development (SSD) (2)

## SG 1 Develop and Analyze Stakeholder Requirements

- SP 1.1 Develop Stakeholder Requirements
- SP 1.2 Develop Service System Requirements
- SP 1.3 Analyze and Validate Requirements

## SG 2 Develop Service Systems

- SP 2.1 Select Service System Solutions
- SP 2.2 Develop the Design
- SP 2.3 Ensure Interface Compatibility
- SP 2.4 Implement the Service System Design
- SP 2.5 Integrate Service System Components

## SG 3 Verify and Validate Service Systems

- SP 3.1 Prepare for Verification and Validation
- SP 3.2 Perform Peer Reviews
- SP 3.3 Verify Selected Service System Components
- SP 3.4 Validate the Service System

## Related CMMI-DEV Engineering PAs

RD - Requirements Development

TS - Technical Solution  
PI - Product Integration

VER - Verification  
VAL - Validation



# Service System Transition (SST) (1)

- ◎ **Purpose:** To **deploy new or significantly changed service system components** while managing their effect on outgoing service delivery.



# Service System Transition (SST) (2)

## SG 1 Prepare for Service System Transition

- SP 1.1 Analyze Service System Transition Needs
- SP 1.2 Develop Service System Transition Plans
- SP 1.3 Prepare Stakeholders for Changes

## SG 2 Deploy the Service System

- SP 2.1 Deploy Service System Components
- SP 2.2 Assess and Control the Impacts of the Transition



existing service system

new or significantly changed service system

*transition plan*  
*training*  
*validation*  
*marketing*  
*installation*  
*piloting*

# Service Delivery (SD) (1)

- ◎ **Purpose:** To **deliver services** in accordance with **service agreements.**



# Service Delivery (SD) (2)

## SG 1 Establish Service Agreements

SP 1.1 Analyze Existing Agreements and Service Data

SP 1.2 Establish the Service Agreement

## SG 2 Prepare for Service Delivery

SP 2.1 Establish the Service Delivery Approach

SP 2.2 Prepare for Service System Operations

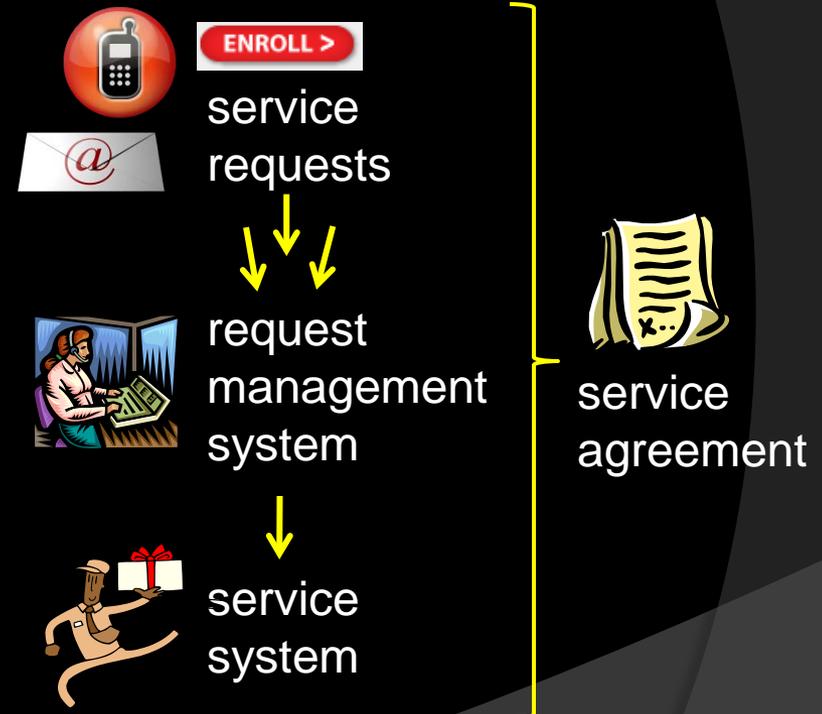
SP 2.3 Establish a Request Management System

## SG 3 Deliver Services

SP 3.1 Receive and Process Service Requests

SP 3.2 Operate the Service System

SP 3.3 Maintain the Service System



# Incident Resolution and Prevention (IRP) <sup>(1)</sup>

- ◎ **Purpose:** To ensure timely and effective resolution of **service incidents** and prevention of service incidents as appropriate.



# Incident Resolution and Prevention (IRP) (2)

## SG 1 Prepare for Incident Resolution and Prevention

SP 1.1 Establish an Approach to IRP

SP 1.2 Establish an Incident Management System

## SG 2 Identify, Control, and Address Incidents

SP 2.1 Identify and Record Incidents

SP 2.2 Analyze Incident Data

SP 2.3 Apply Workarounds to Selected Incidents

SP 2.4 Address Underlying Causes of Selected Incidents

SP 2.5 Monitor the Status of Incidents to Closure

SP 2.6 Communicate the Status of Incidents

## SG 3 Define Approaches to Address Selected Incidents

SP 3.1 Analyze Selected Incident Data

SP 3.2 Plan Actions to Address Underlying Causes of Selected Incidents

SP 3.3 Establish Workarounds for Selected Incidents

**NOW!**



incident

decide what to do

apply workarounds

address causes

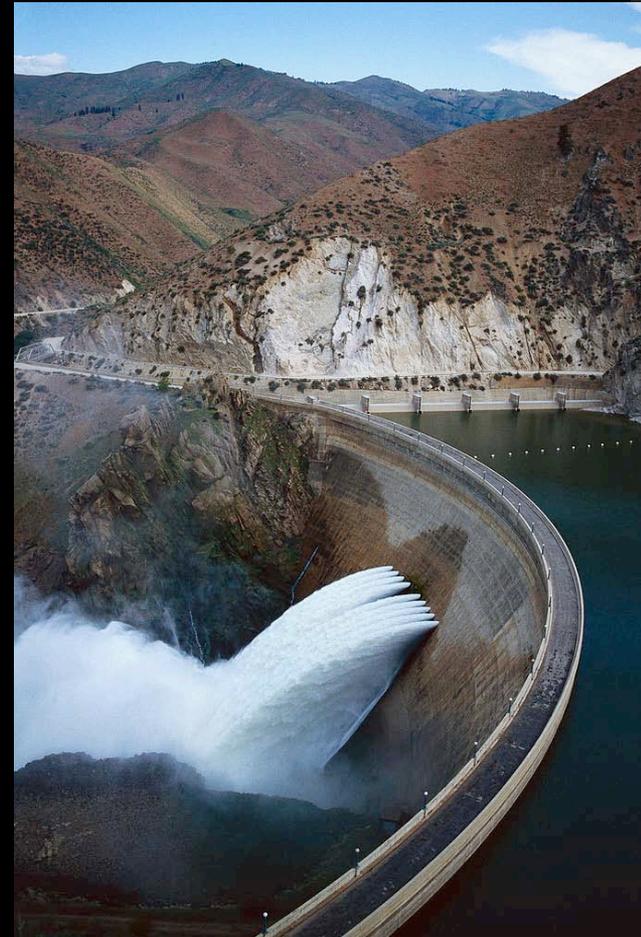
**FUTURE**

analyze causes

establish workarounds

# Capacity and Availability Management (CAM) <sup>(1)</sup>

- ◎ **Purpose:** To ensure effective **service system performance** and ensure that **resources** are provided and used effectively to support service requirements.



# Capacity and Availability Management (CAM) (2)

## SG 1 Prepare for Capacity and Availability Management

- SP 1.1 Establish a Capacity and Availability Management Strategy
- SP 1.2 Select Measures and Analytic Techniques
- SP 1.3 Establish Service System Representations

## SG 2 Monitor and Analyze Capacity and Availability

- SP 2.1 Monitor and Analyze Capacity
- SP 2.2 Monitor and Analyze Availability
- SP 2.3 Report Capacity and Availability Management Data

### Capacity

the degree to which one thing may **support, hold, process, or produce** another thing

*calls per day that can be handled by a call center*



*sq ft of floor space that can be cleaned per hr*



*# of classes that can be conducted per yr*



### Availability

the degree to which something is **accessible and usable** when needed

*call center staff*

*maintenance supplies*

*instructors*

# Service Continuity (SCON) (1)

- ◎ **Purpose:** To ensure establish and maintain plans to ensure **continuity** of services during and following any **significant disruption** of normal operations.



# Service Continuity (SCON) (2)

## SG 1 Identify Essential Service Dependencies

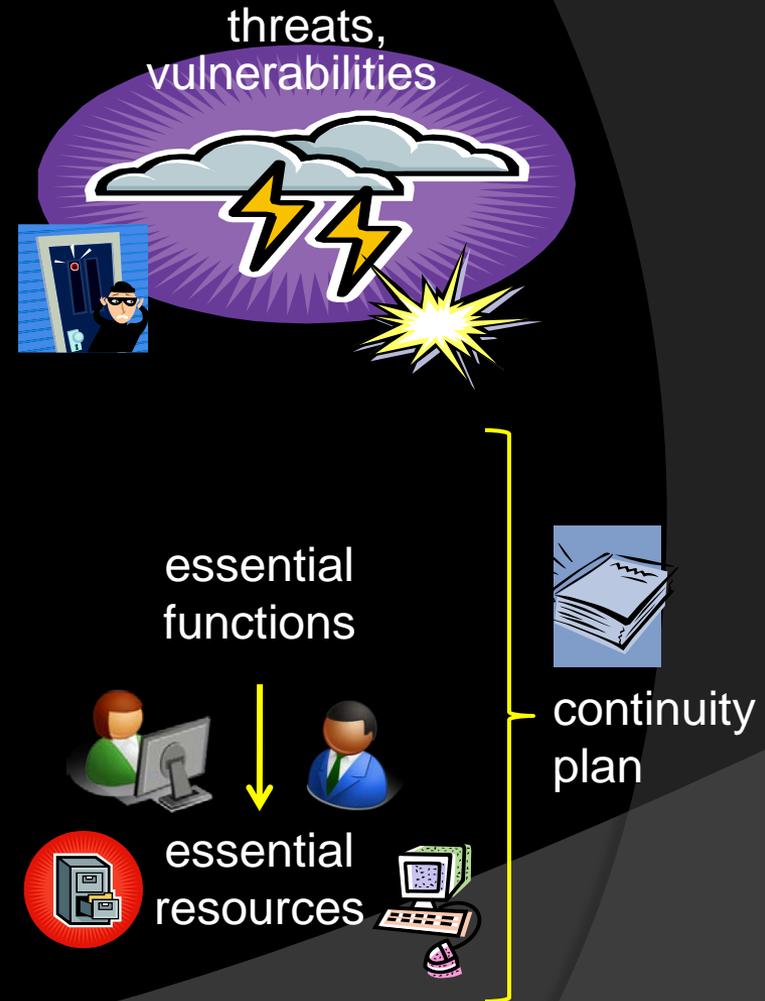
- SP 1.1 Identify and Prioritize Essential Functions
- SP 1.2 Identify and Prioritize Essential Resources

## SG 2 Prepare for Service Continuity

- SP 2.1 Establish Service Continuity Plans
- SP 2.2 Establish Service Continuity Training
- SP 2.3 Provide and Evaluate Service Continuity Training

## SG 3 Verify and Validate the Service Continuity Plan

- SP 3.1 Prepare for the Verification and Validation of the Service Continuity Plan
- SP 3.2 Verify and Validate the Service Continuity Plan
- SP 3.3 Analyze Results of Verification and Validation



# Conclusion

# Conclusions (1)

- Virtually any service organization can benefit from the CMMI for Services
- CMMI-SVC consists of **16** core CMMI PAs, **1** “shared” PA, and **7** service-specific PAs - including one “addition”
- A few core PAs have been modified slightly
- Services-specific informative material has been added



# Conclusions (2)

- ◎ The new PAs are:
  - **ML2, Service Establishment & Delivery Category**
    - **Service Delivery (SD)**
  - **ML 3, Service Establishment & Delivery Category**
    - **Strategic Service Management (STSM)**
    - **Service System Transition (SST)**
    - **Incident Resolution and Prevention (IRP)**
  - **ML3, Project Management Category**
    - **Capacity and Availability Management (CAM)**
    - **Service Continuity Management (SCON)**
  - **Addition – ML3, Service Establishment & Delivery Category**
    - **Service System Development (SSD)**

# My Other Presentations This Week

## ◎ Creatively Applying CMMI-SVC in a Very Small Consulting Firm

- Tuesday 8/17
- 10:00-11:30 a.m.
- Virtual Meeting Room

**DONE**

**Shrinking the Elephant: If Implementing CMMI Practices Looks Like More Effort Than It's Worth, Let's Look Again**  
Sam Fogle, ACE Guides

## ◎ CMMI in the Social Media (for the Social Media-Challenged!)

- Wednesday 8/18
- 10:45-11:30 a.m.
- Grand Mesa F



# Any Questions?



**Website:** [www.CmmiTraining.com](http://www.CmmiTraining.com)  
**Blog:** [www.CmmiForServicesDiary.com](http://www.CmmiForServicesDiary.com)  
**Twitter:** CmmiRox  
**LinkedIn:** [www.linkedin.com/in/billsmithleadingedge](http://www.linkedin.com/in/billsmithleadingedge)



**Upcoming  
Public Classes  
In Reston, VA  
(DC Metro Area)**

## **SEI Introduction to CMMI**

- Dec 8-10, 2009 → **22 enrolled so far!**
- Mar 9-11, 2010
- Apr 13-15, 2010

## **SEI Services Supplement for CMMI (CMMI-SVC)**

- Mar 12, 2010

## **Private Classes?**

- [Bill@CmmiTraining.com](mailto:Bill@CmmiTraining.com)