

gpp

approach, deployment, results



Piloting Results-Based Appraisals

CMMI Technology Conference
November 16-19, 2009

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Agenda

- Background
- Pilot studies
- Benefits
- Challenges
- Summary

Background:

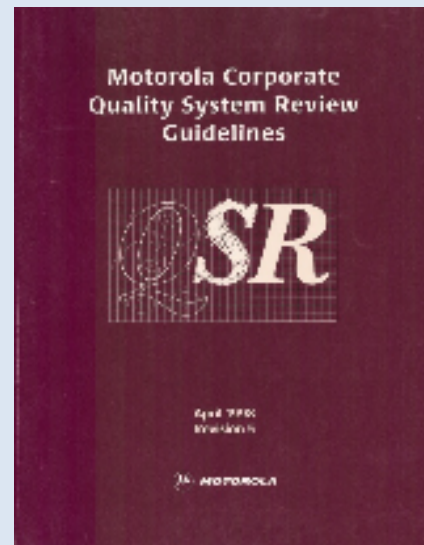
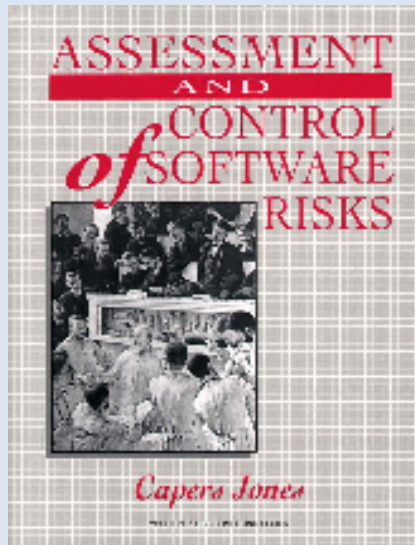
The concept



Background:

Use of results measures

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Background:

Related “recent” activities

- SEI SEMA
 - Performance Benchmarking Consortium
 - SCAMPI+
- “Version 1.2 and Beyond...” workshops
- NDIA CMMI Working Group, “Economics of CMM”
- CMMI Steering Group discussions
- Other companies internal assessments use of actual measurements

Pilot environment: Global development centers

- Fortune Global 500 Telecommunications company
- Worldwide group of development centers
- CMM/CMMI & Six Sigma
- Consistently increasing performance
- Shared results/metrics repository, core training program, EPG and standard process

Pilot environment:

Measurement repository

- Project-level data collected regularly
- Rolled-up reports produced for Center, Line of Business and Group levels
- Local and group-level data management, oversight and use
- No documented linkage to processes and practices in standard process (or CMMI)

Pilot objectives:

Initial goals

- Test the ability to identify and appropriately use performance measures in an appraisal
- Capture information on effort and schedule impacts, added risks, etc. to appraisals (e.g., SCAMPI B and C)
- Collect information on how to best use the results
 - triggers for appraisal team to further investigate
 - results-oriented findings
 - observations for post-assessment investigation
 - recommendations tied to performance and benchmarking

Pilot Activities:

Who and what

- Four pilots performed (2 SCAMPI Cs, 2 SCAMPI Bs) in three different organizations over 18 months
- Two organizations were CMMI ML5, one CMM L4 (operating ~ML3)
- Limited set of high-level and low-level measures were selected based on organization-level goals
- A set of conference room pilots were performed for two “less mature” organizations

Method and plan:

Key elements

- Align pilot(s) with planned SCAMPI C and B engagements, but keep the activities “separate”
- Manage and track pilot effort and time (e.g., constrain team involvement, overall effort to 10%)
- Identify and negotiate “measures of interest” with OU representative (corporate, organization, project)
- Define how links with repository and benchmarks established for use at time of “conduct appraisal”

Tooling: Support and integrate

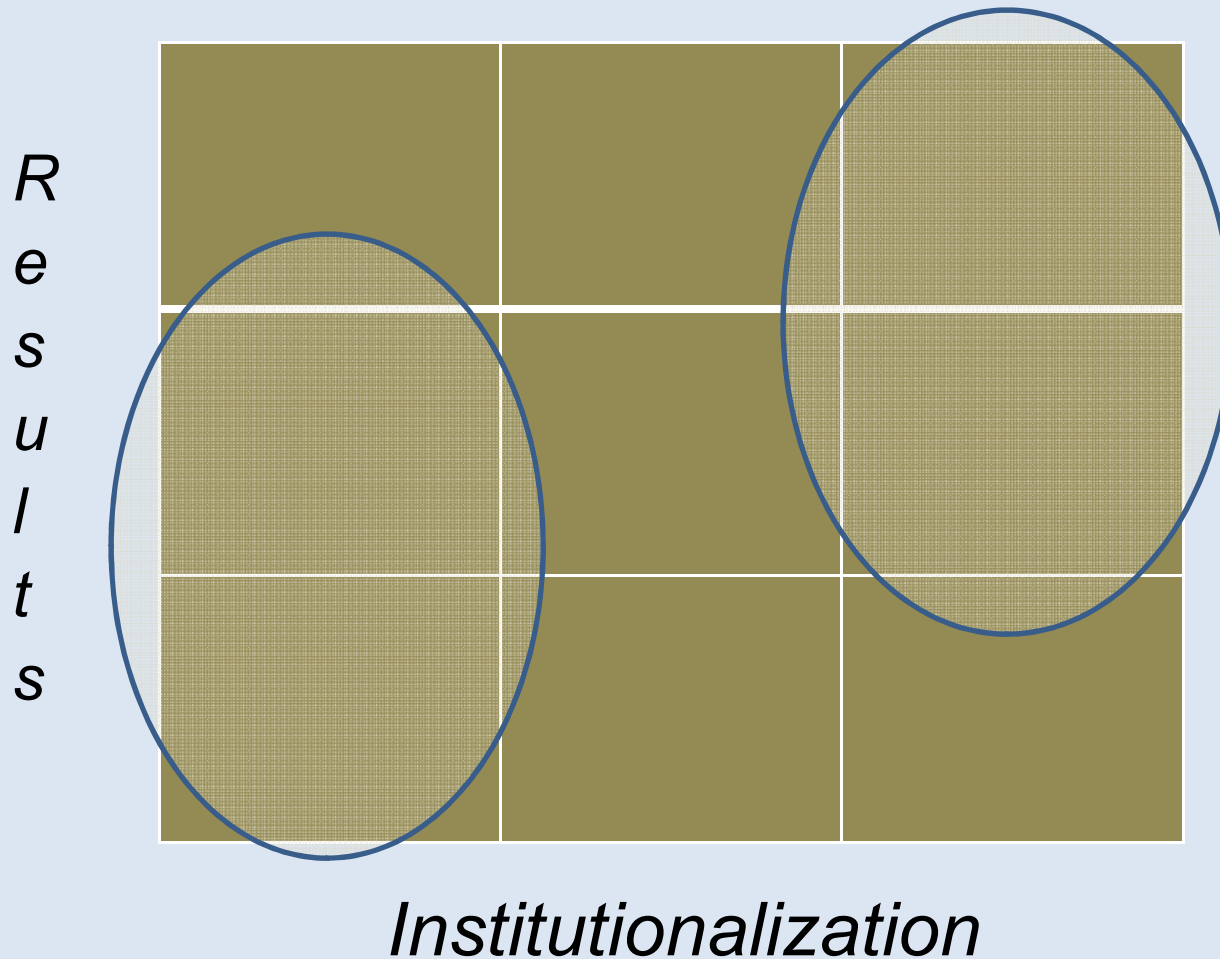
The screenshot shows a Microsoft Excel spreadsheet with a table containing several columns. A blue oval highlights a column, and a blue callout box points to it with the following text:

Columns added to PIIDS

- Links to results measure
- Industry benchmark
- Performance Findings

Target

Range of expected results



Results

Expected results observed

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	X	X
	X	X
X	X	

Institutionalization

Examples

Resulting actions

- Low performance in institutionalized engineering areas spawned six sigma project proposal
- Inconsistent performance in “compliant” planning areas supported proposal for six sigma project
- Several linked local process improvement requests
- High process performance linked to practices provided new two new candidates for group best practice designation

Benefits

- Promoted and jump-started benchmarking activities
- Provided additional insight for recommendations from the team
- Focused performance linkage to process activities
- Reinforced linkage of metrics to business and project objectives
- Contributed to the identification of best practice implementations

Challenges

- Performing in a less mature environment where data and metrics usage is scarce
- Reducing the time and effort to identify what results data to target
- Dealing with issues of reviewing results and data (e.g., privacy)
- Keeping perspective that results are part of the story... albeit perhaps the most important from the organization-perspective

Summary

- Additional focus on results measures (where available) was useful
- Additional time was required (5-10%)
- Local data offered most impact and validity
- Industry benchmarks varied in value (applicability)... but are a start!

- Postscript on next steps...