The Benefits of CMMI®

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CMMI ® Technology Conference

Wes Covell

President, Defense Programs

Harris Government Communications Systems Division

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Assured Communications™
Anytime. Anywhere.

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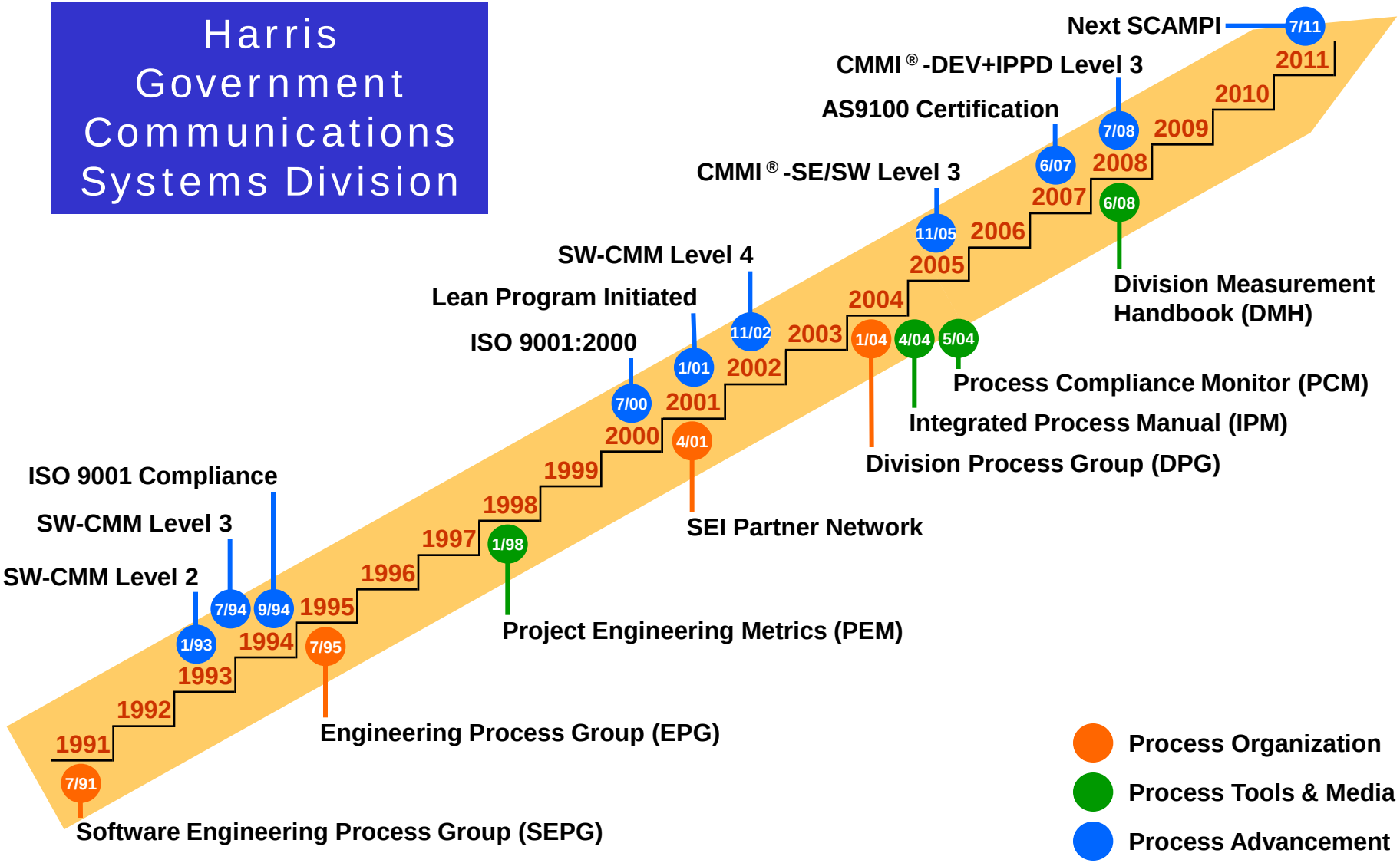
Process Improvement Timeline

Harris Government Communications Systems Division



CMMI® Benefits - Industry

- **Proven framework for program planning and execution**
  - Provides infrastructure for best practices
  - Helps evaluate and set direction for process improvement
- **Performance-focused**
  - Measurable impacts on business effectiveness
  - Cost, schedule, quality, predictability
- **Levels the playing field**
  - Brings integrity and discipline to competition and program execution
- **Common language for communicating across company boundaries**
  - Facilitates teaming, process integration, and benchmarking

CMMI® Benefits - Harris

- **Integration of cross-functional business processes**
  - Alignment and flow-down of objectives
  - All functions engaged, with annual improvement plans regularly monitored
  - Improved communication paths and stakeholder involvement
- **Identification of process gaps and institutionalization needs**
  - Plan the plan; validation vs. verification; peer reviews; defect analysis
- **Self-governance**
  - Accountability for process compliance, risks, organizational performance
  - Greater management visibility and oversight of program execution
- **Continuous process improvement**
  - Productivity, quality, predictability
  - Leading indicators of performance issues (fewer surprises)

Addressing Program Performance

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Program Start-Up Support

BOTS — On the ground "Making Tracks"

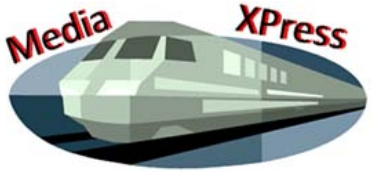
PEOPLE

- Customer Intimacy
- Integrated Program Teams
- Skills Assessment / Training
- Integrated Talent Management
- Mentoring

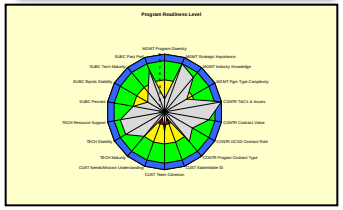
Cross-Functional Process Integration

CMMI

Media Accessibility



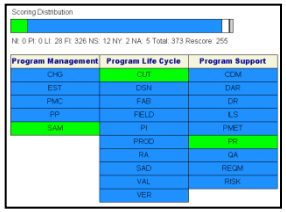
Program Readiness Level



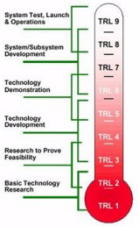
PROCESS

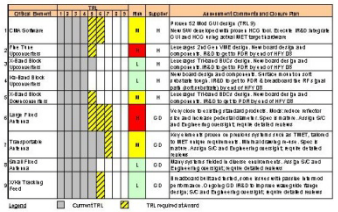
- CMMI, Lean Six Sigma
- Command Media
- Risk Management
- Reviews
- Validation

Process Compliance Monitor



Technology Readiness Level



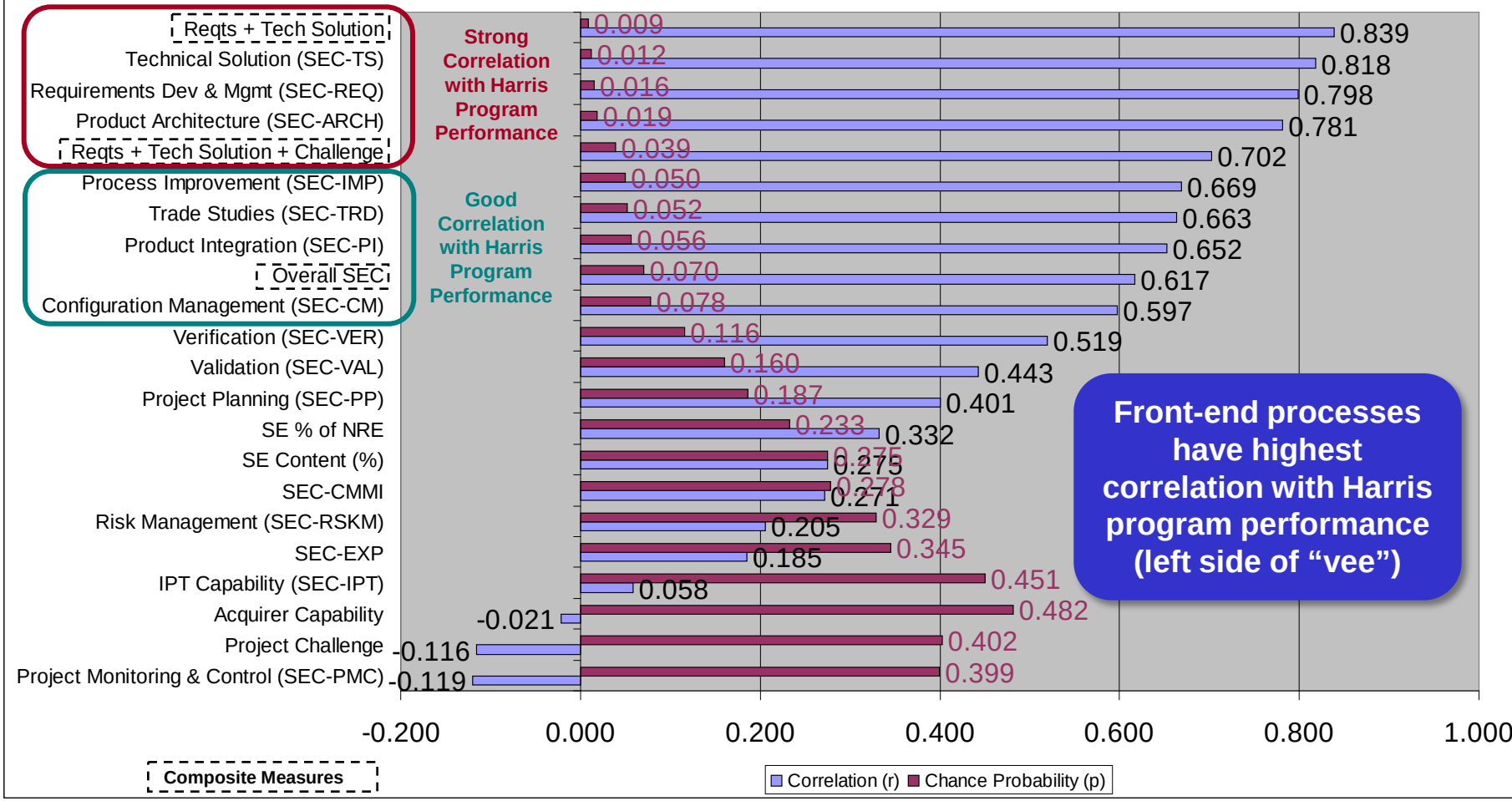


TECHNOLOGY

- Centers of Excellence
- Standard Tools
- Technology Readiness
- Program Readiness
- IR&D

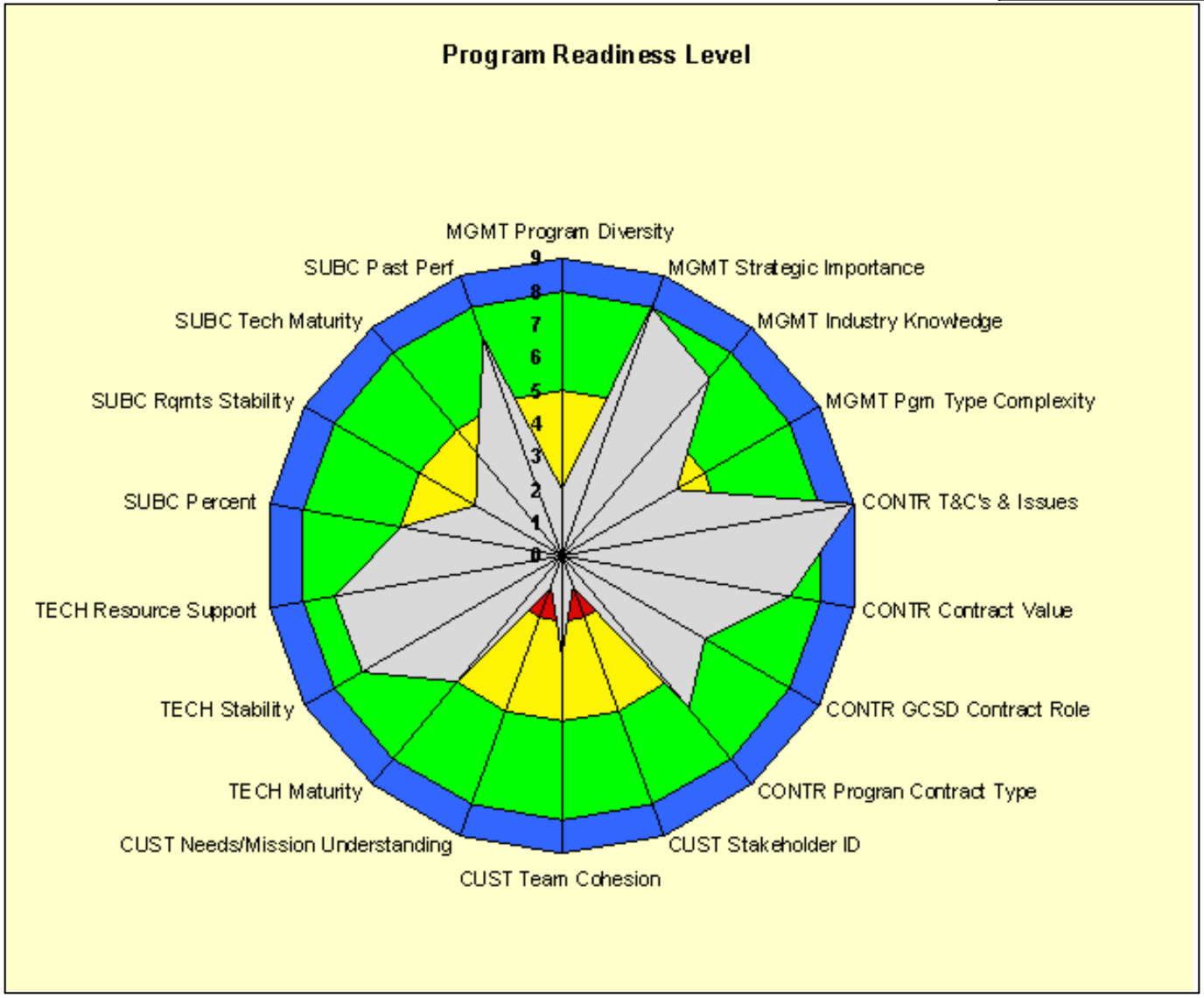
Process & Program Performance

NDIA SE Effectiveness Study (Harris Projects)



Reference: A Survey of Systems Engineering Effectiveness, Initial Results. Software Engineering Institute, CMU/SEI-2008-SR-034.
http://www.sei.cmu.edu/library/abstracts/reports/08sr034.cfm

Program Readiness Assessment



Summary

- **It's a journey – not there yet**
  - Committed to continuous improvement
  - Executive involvement has grown
- **Too heavy for broad application across full range of program types**
  - $2M to billions
  - 3-month quick reacts, Agile development, large scale HW/SW development
- **Striving to find proper balance of process, tools, metrics**
  - Enough to be compliant and efficient and ensure successful program execution
  - Cost-effective appraisals and compliance oversight

CMMI & process focus are a necessary but not wholly sufficient condition for successful program execution

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