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GoldFolks

*CMMI Level 2 Definition*

***Version 1.0***

***30th October 2021***

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**VERSION HISTORY**

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| **Version #** | **Implemented**  **By** | **Revision**  **Date** | **Approved**  **By** | **Approval**  **Date** | **Reason** |
| 0.1 | Low Jin Teng Jackson | 23/10/2021 | Chan Shao Jing | 23/10/2021 | Initial Template |
| 1.0 | Low Jin Teng Jackson | 30/10/2021 | Chan Shao Jing | 30/10/2021 | Final Revision |
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# Executive Summary

**Purpose**

The Capability Maturity Model Integration (CMMI) is a process and behavioural model that is used by companies to standardize, improve existing processes with the aim of encouraging efficient behaviours that decrease risks in software, product, and service deployment. CMMI contains 5 maturity levels, Initial, Managed, Defined, Quantitatively Managed and Optimizing, with each levels containing a predefined set of goals.

This document is the CMMI Level 2 (Managed) Definition by Team ElevenDegree. The Key Performance Areas (KPAs) of this level are:

* Requirement Management (REQM)
* Project Planning (PP)
* Project Monitoring and Control (PMC)
* Process and Product Quality Assurance (PPQA)
* Configuration Management (CM)
* Measurement and Analysis (MA)
* Supplier Agreement Management (SAM)

**Summary of Definition**

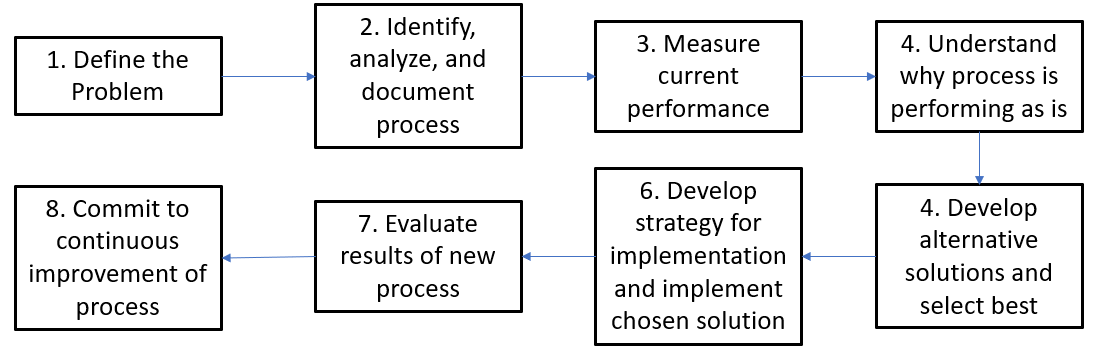
Once Team ElevenDegree operates on CMMI Level 2, the team will be able to portray the following key characteristics in our work processes:

* Work is carried out procedurally according to planned processes
* Clearly defined distinct roles and responsibilities
* Managers periodically monitors the quality of software products and customer satisfaction
* Quantitative basis for judging quality and analysing problems
* Schedules & budgets based on past performance
* Performance measures usually achieved

# Description

CMMI is a model intended to give appraisals to organizations which external parties will be able to use this model to gauge the maturity level of various development processes in the organization. CMMI can also be used by organizations themselves to re-evaluate their own work processes and mature them to the next higher level in the CMMI model.

Team ElevenDegree has used the CMMI model to reflect on how we developed the GoldFolks project throughout its life cycle and reviewed the project based on the CMMI standards. The following shows the 8-steps we followed in sequential order to review our project:



Using this work model, we can flag and remove issues detected in different stages of the software development process. As Team ElevenDegree is still currently at the *Initial* stage, the model serves as an effective guide to define the steps needed to ascend to the next level of maturity in the CMMI model.

Listed below is a summarised table that explains the purpose, work products and stakeholders involved in each KPA:

|  |  |  |  |
| --- | --- | --- | --- |
| **KPA** | **Purpose** | **Work Products** | **Stakeholders** |
| Requirement Management (REQM) | To ensure that the product is aligned with the client requirements | 1. Requirements 2. Requirements Traceability Matrix | Team Members, Clients |
| Project Planning (PP) | To lay down the scope of the project, distribute the work between members, and to ensure that the product is completed and delivered within budget and in time | 1. Work Breakdown Structure 2. Project Plan 3. Stakeholder Involvement Plan | Team Members, Clients |
| Project Monitoring and Control (PMC) | Monitor, correct and merge deviations of the project from the project plan. Ensure the project is carried out according to the project plan. | 1. Project Schedule with Status Update 2. Project Measurement Data and Analysis 3. Earned Value Reports | Team Members, Clients |
| Process and Product Quality Assurance (PPQA) | To ensure that the deliverables from the project are high quality and functions as intended. | 1. Noncompliance Reports 2. Evaluation Reports and Logs | Team Members (QA Team) |
| Configuration Management (CM) | Track all the software/hardware used in order to achieve accountability and traceability. | 1. Access List 2. Change Status Report | Team Members (Lead Developer) |
| Measurement and Analysis (MA) | To establish parameters that are used to evaluate the product to support management information needs. | 1. Measurement Objectives 2. Data Collection and Storage Procedures 3. Analysis Results | Project Manager |
| Supplier Agreement Management (SAM) | To manage interactions and interfacing with external vendors. | 1. Statement of Work 2. Supplier Agreements 3. Subcontracts | Project Manager |

# Level 2 KPAs

## Requirement Management (REQM)

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| **Description** |
| REQM is used for managing project requirements. REQM processes can be used to define procedures, requirements and managing requirements changes. REQM aims to align and maintain a high degree of consistency between the specified requirements and the project plan. It can also be used to point out anomalies between the stated requirements, the plan and work products in the project. |
| **Benefits of Requirement Management (REQM)** |
| * Establish and maintain quantitative objectives for the requirements management process * Ensures relevant stakeholders understand and are committed to requirements * Review the activities, status, and results of the requirements management process * Ensures accountability and traceability of requirements in each phase * Ensures that any changes to requirements are reflected and the root cause of defects are corrected |

## Project Planning (PP)

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| **Description** |
| PP helps to establish and maintain plans that define project activities. It is a crucial part of any project as it lays out the goal of the project and the course the given project is expected to take to satisfy its goals. The plan includes considerations for risk management, resource management, estimation of work products and tasks, and communications, while also addressing scope, cost, and schedule baselines. |
| **Benefits of Project Planning (PP)** |
| * Outline the estimates of tasks and subtasks to smoothen project activities * Allocates resources to different areas of the project * Early identification of risks, which helps in better risk management and mitigation * Establishes techniques/tools for risks management, data management, configuration management * Establishes a plan for training of team members * Ensures commitment from different parties before official development begins * Provides a baseline and serves as a reference for the rest of the project’s life |

## Project Monitoring and Control (PMC)

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| **Description** |
| PMC is to ensure that the project progresses as described in the project plan. Progress is determined by comparing actual work product and task attributes, effort, cost, and schedule to the plan at pre-determined milestones within the project schedule or work breakdown structure. PMC helps in understanding the project progress, and to take appropriate corrective actions when the project deviates significantly from the plan. These actions may include replanning such as revising the initial plan, laying new terms or including extra mitigation activities to correct the deviations. |
| **Benefits of Project Monitoring and Control (PMC)** |
| * Ensures coordination between project members * Monitors and determines the overall project progress * Helps to monitor the commitments of different stakeholders * Establishes a defined process for project monitoring and control process * Correct deviations to ensure project is under control |

## Process and Product Quality Assurance (PPQA)

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| **Description** |
| PPQA aims to help the project members with conducting quality assurance control and obtaining objective insights into processes and associated work products. PPQA provides for objective evaluations of processes, work products and services in the project by comparing them against appropriate standards and procedures. Ultimately, PPQA will ensure the delivery of high-quality products and services from the project by providing all project members with the appropriate visibility and feedback on processes and associated work products throughout the development life cycle of the project. |
| **Benefits of Process and Product Quality Assurance (PPQA)** |
| * Identifying and documenting noncompliance issues flagged out * Ensures the noncompliance issues are addressed * Helps in maintenance of a noncompliance database for further root cause analysis to prevent future occurrences of the issues flagged out * Helps in maintenance of processes as per the defined standards or procedures * Ensures constant feedback to all project members of the analysis and results from quality assurance activities * High visibility and transparency into the processes being used and products being built * Ensures timely quality control if necessary |

## Configuration Management (CM)

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| **Description** |
| CM can be broken down into multiple areas: version control, document control, change management, build management, and release control. The purpose of CM is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits. Work products may include delivered products, internal products, acquired products or even tools that are used in creating the products. |
| **Benefits of Configuration Management (CM)** |
| * Identifying the configuration of work products as baselines at different phases of the project * Increased efficiency with a defined configuration process that provides control and improves visibility with tracking configurations * Cost reduction by having detailed knowledge of all the elements of the configuration which allows for unnecessary duplication to be avoided * Enhanced system and process reliability through more rapid detection and correction of unauthorised or improper configurations that could negatively impact performance * Improve asset maintenance through the ability to better utilize proactive, preventative, and predictive measures * Faster restoration using baselines if a process failure occurs * Providing accurate status and current configuration data to developers, users, and clients |

## Measurement and Analysis (MA)

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| **Description** |
| The purpose of MA is to develop and sustain a measurement capability that is used to support various management information needs. MA will allow us to integrate measurement and analysis activities into the processes of the project which will help us make informed decisions and develop the practice of fact-based decision making. |
| **Benefits of Measurement and Analysis (MA)** |
| * Helps in the collection of metrics data for objective planning and estimating * Gives insights on project performance by tracking actual performance against established plans and objectives * Establishes a standardized set of metric goals for the project * Effective management of the quality and costs of the project * Guides the project into achieving higher levels of CMMI Maturity * Helps in fact-based decision making * Providing a basis for implementing measurement into additional processes in the future |

## Supplier Agreement Management (SAM)

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| **Description** |
| The objective of SAM is to manage the acquisitions of products from suppliers or third-party vendors though formal agreements. This process ensures that all agreements with external parties are clearly documented and accounted for. It is also beneficial in ensuring that the terms with regards to the client’s products/data for external parties are clearly defined. Since most products needed for the project are determined during the early planning stages, SAM allows the project members to ensure the products and their various components are acquired successfully according to the project plan. |
| **Benefits of Supplier Agreement Management (SAM)** |
| * Determines the type of acquisition to be carried out and methods to acquire the products * Ensures high quality suppliers are chosen through analysis and a good business relationship is maintained between the project members and the suppliers * Ensures clear process and guidelines for dealing with external vendors. * Ensures that agreements are brokered correctly. * Protects sensitive data from being accessed by unauthorised parties. |

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# Generic Goals and Practices

## Commitment to Perform

Establish organizational-wide policy

Establish and maintain an organisational policy for key process areas defined above. This policy specifies organisational expectations for the steps for implementing each key process area. By having this policy, everyone in the organisation will have a common idea and understanding of expectations.

Plan the process

Establish and maintain the plan for performing the key process area. Determine what is needed to perform the process and achieve established objectives and get agreement on the plan from relevant stakeholders.

## Ability to Perform

Assign responsibility

Assign responsibility and authority for performing steps in the implementation of key process areas. Assigning responsibilities to members with the relevant skill sets and appropriate authority will ensure that no one is ill-equipped for their assigned tasks. Moreover, it ensures accountability for performing the process and achieving specified results.

Training

Train members to undertake their assigned activities. Training topics include: roles, responsibilities and authority, standards, procedures, and methods. Providing training to members ensures that they are equipped with the skills needed to perform or support the process.

Provide resources

Provide adequate resources for implementing key process areas. Special expertise, equipment, and facilities may be required, and may vary between each process area. Provide tools such as models, software, and programs.

## Activities to Perform

Identify and involve relevant stakeholders

Establish and maintain the expected involvement of stakeholders during the execution of the process. Examples of activities for stakeholder involvement include reviewing project plans, performing configuration audits, and establishing baselines.

Monitor and control the process

Perform the direct day-to-day monitoring and controlling of the process against the plan for performing the process and taking appropriate corrective action.

## Measurements

Time Scheduling and Budget Management

Estimation of time effort and duration of various components of the of the project lifecycle is measured through Function point model. Cross-checking with the most recent COCOMO II model to confirm the Function Point model's results and create more precise and accurate estimates. Additionally, Trello software is used to keep track of task completion of team members contributions.

## Verification

Review status with higher level management

Review activities, status, and results of each key process area with higher level management and resolve any issues.

Dedicated quality assurance team

Regular verification checks of software development process using dedicated quality managers and quality engineers. Conducting frequent correctness proofs, testing, prototyping and formal technical reviews to prevent product of low quality.

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# Specific Goals and Practices

## Requirement Management (REQM)

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| **Specific Goals** |
| 1. Manage Requirements and Identify Inconsistencies with Project Plan |
| **Specific Practices** |
| 1. **Requirement Understanding**  * Collection and understanding of stakeholder’s requirements, requirement elicitation and analysis. * All requirements should be received from the appropriate providers through official channels or sources to avoid requirement creep. Else, the requirement is rejected. * The requirements are evaluated on the following criteria:   + Clearness   + Completeness   + Consistency   + Uniquely Identified   + Verifiability   + Traceability  1. **Obtain Commitment to Requirements**  * Obtain commitment to the requirement from the project participants * Impact on project participants should be assessed should the requirements change or at the start of a new requirement.  1. **Manage Requirements Changes**  * After requirements approval and baseline set up, any changes of requirements must be well managed all documents. All change requests are to be logged with key changes, rationale for change, approved then implemented.  1. **Manage Bidirectional Traceability of Requirements**  * After baselining requirements and other engineering documents, a Requirements Traceability Matrix (RTM) shall be maintained such that traceability can be established from the source requirement to its lower-level requirements and from the lower-level requirements back to their source. * RTM should be maintained in a bi-directional manner.  1. **Identify and Manage Inconsistencies between Project Work and Requirements**  * Project managers must ensure periodic reviews of project plans, activities, and work products for consistency with the requirements and changes made to them. * Should inconsistencies be detected, the changes that needs to be made shall be added to the plans and work products and corrective actions shall be initiated. |

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## Project Planning (PP)

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| **Specific Goals** |
| * + - 1. Establish Estimates       2. Develop a Project Plan       3. Obtain Commitments to the Plan |
| **Specific Practices** |
| 1. **Project Estimation**  * Estimate the scope of the project, work product and task attributes, and define the project life cycle by establishing a top-level work breakdown structure. * Determine estimates of effort and cost needed for work product and task attributes.  1. **Develop a Project Plan**  * Establish the budget and schedule * Identify the project risks * Plan for data management, resources, stakeholder involvement and training for required skills and knowledge  1. **Prepare Project Planning documents**  * Documents related to project planning include: * Documented tasks * Budget Estimation * Project schedule * Resource plan * Risk Management * Data Management procedures * Training plan * Stakeholder Identification * Meeting Minutes * Backlog  1. **Baselining Project Plan**  * Establish the project plan as the foundation for the project  1. **Obtain Commitment to the Plan**  * Obtain commitments from relevant stakeholders responsible for performing and supporting plan execution * Ensure all project members are stakeholders in maintaining the plan * Continuously review plans that affect the project * Reconcile work and resource levels  1. **Record Maintenance**  * Any documents that are generated and any revisions of said documents should be tracked to ensure traceability. |

## Project Monitoring and Control (PMC)

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| **Specific Goals** |
| 1. Monitor Project Against Plan 2. Manage Corrective Action to Closure |
| **Specific Practices** |
| 1. **Monitor Project Planning Parameters**  * Monitor the actual values of project planning parameters and compare them to the estimates, identifying any significant deviations. * Parameters include cost, effort, schedule etc.  1. **Monitor Commitments**  * The Project Manager is responsible for monitoring the commitment of our different stakeholders including team members, and third-party clients. * Commitments that have not been satisfied or are at significant risk of not being satisfied should be highlighted immediately.  1. **Monitor Project Risks**  * The Risk Manager will monitor risks against those identified in the Risk Management Log and periodically review and update it when necessary. * Changes in a risk status (probability, impact, severity) should be communicated to the relevant stakeholders.  1. **Monitor Data Management**  * The Project Manager should ensure that all data and documentation strictly adhere to the configuration described in the Configuration Management Plan. * The Change Manager will also ensure that change requests forms are raised and approved before changes are made to any data to ensure the integrity of data.  1. **Monitor Stakeholder Involvement**  * The Project Manager will monitor the stakeholder’s extent of involvement in the project and ensure that it complies with the project plan. * Appropriate interactions such as stakeholders’ meetings highlighted in the plan should be occurring as stated.  1. **Conduct Progress Reviews**  * The Project Manager should periodically conduct progress reviews to keep the stakeholders informed. * Reviews can be informal and does not have to be explicitly stated in the project plan. Items to be reviewed would include status of assigned activities, Measurement and Analysis results, change requests etc.  1. **Analyse Issues**  * There may be times when the project deviates significantly from the plan and requires corrective action to address the issues. * The list of issues should be collected and can include: * Issues discovered through verification and validation activities * Commitments that are not satisfied * Significant changes in risk status * Data access, collection, privacy, or security issues * Stakeholder representation or involvement issues * The list of issues is analysed to determine the need for corrective action.  1. **Take Corrective Action**  * Determine and document the actions required to address the identified issues. * Obtain approval from the relevant stakeholders on the actions to be taken before taking the corrective action.  1. **Manage Corrective Action**  * Corrective Actions should be managed and tracked to closure. * Results of the corrective actions should be analysed to determine the effectiveness. * Determine whether the corrective actions are sufficient and document any subsequent actions made to correct deviations from planned results. |

## Process and Product Quality Assurance (PPQA)

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| **Specific Goals** |
| 1. Objectively Evaluate the Performed Processes and Associated Work Products 2. Provide Objective Insights on the Processes and Products |
| **Specific Practices** |
| 1. **Objectively Evaluate Processes**  * Promote an environment which encourage identification and reporting of quality issues. * Criteria for evaluations should be clearly established. * Established criteria should be used to evaluate processes’ adherence to descriptions, standards, and procedures. * Non-compliance and areas for improvement identified during evaluation should be recorded.  1. **Objectively Evaluate Work Products and Services**  * Identify the work products to be evaluated and adhere to the documented sampling criteria if sampling is used. * Establish clear criteria for evaluation of work products. * Work products should be evaluated before delivery to customers and at selected milestones of development. * Non-compliance and areas for improvement identified during evaluation should be recorded.  1. **Communicate and Ensure Resolution**  * Quality/Non-compliance issues should be communicated with the project team and relevant stakeholders in a timely manner. * Project team should resolve the issues whenever possible and document issues which cannot be resolved. * Issues that cannot be resolved should be escalated to the appropriate level of management. * Issues should be analysed to identify potential quality trends to be addressed. * Track all non-compliance issues to resolution.  1. **Establish Records**  * Records of all quality assurance activities shall be established and maintained. * Activities should be recorded in sufficient detail to ensure that the status and results can be communicated clearly. * Status and history of the quality assurance activities should be revised and updated when necessary. |

## Configuration Management (CM)

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| **Specific Goals** |
| 1. Establish Baselines of Identified Work Products 2. Track and Control Changes Made to Configuration Items 3. Establish and Maintain Integrity of the Baselines |
| **Specific Practices** |
| 1. **Identify Configuration Items**  * Identify the configuration items, components, and related work products that will be placed under configuration management. * Assign unique identifiers to each configuration item.  1. **Establish a Configuration Management System**  * Establish and maintain a configuration management and change management system. This includes the storage media, procedures, and tools for accessing the two systems. * Contents of the Configuration Management System should be preserved through backups and archiving of configuration management files. * Structure of the Configuration Management System should be revised when necessary.  1. **Create or Release Baselines**  * Create or release baselines for internal use and for delivery to customers. This can be a set of requirements, design, source code files and user documentation that have been assigned a unique identifier. * Description of baselines should also be provided. * Authorisation from the configuration control board should be obtained prior to releasing any baselines of configuration items.  1. **Track Change Requests**  * All change requests should be made via the Change Request Form and be recorded and maintained in the Change Management Log. * An initial impact analysis of the change should be provided in the Change Request Form. * Change requests with a critical priority should be discussed with the stakeholders and approval from the Change Control Board should be sought. * Status of change requests should be tracked to closure.  1. **Control Configuration Items**  * This control includes tracking the configuration of each of the configuration items, approving a new configuration if necessary, and updating the baseline. * Appropriate authorisation should be obtained before changed configuration items are entered into the Configuration Management System. * Reviews should be performed to ensure that changes do not cause any unintended effects on the baseline. * All changes and the reasons for the changes should be recorded and maintained.  1. **Establish Configuration Management Records**  * A revision history, change log, status of configuration items and differences between baselines should be properly documented and maintained. * Configuration management actions should be recorded in sufficient detail so that the content and status of each item is clear and previous versions can be recovered. * Relevant stakeholders should have access to the configuration status of the configuration items.  1. **Perform Configuration Audits**  * Regular audits should be performed to confirm that the baselines and documentation conform to a specific standard or requirement. * Integrity of the baselines should be assessed, and the records should correctly identify the configuration items. * Completeness and correctness of the items of the configuration should be assessed based on the requirements stated in the plan and the approved change requests. * Audit results should be recorded and properly stored. |

## Measurement & Analysis (MA)

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| **Specific Goals** |
| 1. Align Measurement and Analysis Activities 2. Provide Measurement Results |
| **Specific Practices** |
| 1. **Establish Measurement Objectives**  * Establish the purposes for which measurement and analysis are performed and identify the type of actions that may be taken based on the analysis results.  1. **Specify Measures**  * The established objectives will have to be refined into quantifiable measures. * The measures must be selected carefully and should address our established objectives. * Measures can either be ‘base’ or ‘derived’, and it should be stated clearly how our ‘derived’ measures are obtained from the ‘base’ measures.  1. **Data Collection and Storage**  * The process of data collection and the medium in which it is going to be stored must be clearly defined. * Proper attention should also be given to retrieval procedures to ensure that data are readily available for use.  1. **Metrics Data Analysis**  * The data can be analysed in a multitude of ways. * Analysis of data should be performed in a way that can be easily reviewed and communicated to the stakeholders.  1. **Communicate Results**  * A final report on the data collected will be presented to key stakeholders. * Information should be self-explanatory, or it should be accompanied with instructions on how to interpret the data. |

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## Supplier Agreement Management (SAM)

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| **Specific Goals** |
| 1. Establish and Maintain Agreements with the Supplier 2. Ensure that Agreements are Satisfied by Both the Supplier and the Project Team |
| **Specific Practices** |
| 1. **Determine Acquisition Type**  * Determine the acquisition type for each product or product component to be acquired.  1. **Select Suppliers**  * Select suppliers based on an evaluation of their ability to meet the specified requirements and established criteria. * Evaluation criteria to be considered includes:   + Geographical location of the supplier   + Supplier’s performance records on similar work   + Engineering capabilities   + Staff and facilities available to perform the work   + Prior experience in similar applications  1. **Establish Supplier Agreement**  * After an agreement is established and executed, formal agreements (i.e., contract, license, service level agreement etc) with the supplier must be conceptualised and maintain.  1. **Execute the Supplier Agreement**  * After the product and supplier are selected, agreements with the suppliers and the project team shall be established.  1. **Monitor Selected Supplier Processes**  * Select, monitor, and analyse processes used by the supplier  1. **Evaluate Selected Supplier Work Products**  * Upon receiving of the product from the supplier, the product must be evaluated to ensure conformity with the agreement.  1. **Accept the Acquired Product**  * The product shall be accepted once it has been evaluated and is deemed to be of a satisfactory level according to the agreement. |

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# Approvals

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| --- | --- | --- |
| **Person-in-charge** | **Signature** | **Date of Approval** |
| Chan Shao Jing |  | 30th October 2021 |
| Lionel Wong Zhi Neng |  | 30th October 2021 |
| Low Jin Teng Jackson |  | 30th October 2021 |

# CMMI Audit Checklist

Provide a checklist for internal and/or external auditors

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| --- | --- | --- | --- |
| **KPAs** | **Goal** | **Practice** | **Checkbox** |
| Requirements Management (REQM) | Manage Requirements and Identify Inconsistencies with Project Plan | Requirement Understanding | **√** |
| Obtain Commitment to Requirements | **√** |
| Manage Requirements Changes | **√** |
| Manage Bidirectional Traceability of Requirements | **√** |
| Identify and Manage Inconsistencies between Work and Requirements | **√** |
| Project Planning (PP) | Establish Estimates | Project Estimation | **√** |
| Develop a Project Plan | Develop Project Plan | **√** |
| Prepare Project Planning | **√** |
| Documents  Baselining Project Plan | **√** |
| Obtain Commitments to the Plan | Obtain Commitment to the Plan from Relevant Stakeholders | **√** |
| Record Maintenance | **√** |
| Project Monitoring and Control (PMC) | Monitor Project Against Plan | Monitor Project Planning Parameters | **√** |
| Monitor Commitments | **√** |
| Monitor Project Risks | **√** |
| Monitor Data Management | **√** |
| Monitor Stakeholder Involvement | **√** |
| Conduct Progress Reviews | **√** |
| Manage Corrective Action to Closure | Analyse Issues | **√** |
| Take Corrective Action | **√** |
| Manage Corrective Action | **√** |
| Supplier Agreement Management (SAM) | Establish and Maintain Agreements with the Supplier | Determine Acquisition Type | **√** |
| Select Suppliers | **√** |
| Establish Supplier Agreement | **√** |
| Ensure that Agreements are Satisfied by Both Supplier and the Project Team | Execute the Supplier Agreement | **√** |
| Monitor Selected Supplier Processes | **√** |
| Evaluate Selected Supplier Work Products | **√** |
| Accept the Acquired Product | **√** |
| Measurement and Analysis (MA) | Align Measurement and Analysis Activities | Establish Measurement Objectives | **√** |
| Specify Measures | **√** |
| Provide Measurement Results | Data Collection and Storage | **√** |
| Metric Data Analysis | **√** |
| Communicate Results | **√** |
| Process and Product Quality Assurance (PPQA) | Objectively Evaluate the Performed Processes and Associated Work Products | Objectively Evaluate Processes | **√** |
| Objectively Evaluate Work Products and Services | **√** |
| Provide Objective Insights on the Processes and Products | Communicate and Ensure Resolution | **√** |
| Establish Records | **√** |
| Configuration Management (CM) | Establish Baselines of Identified Work Products | Identify Configuration Items | **√** |
| Establish a Configuration Management System | **√** |
| Create or Release Baselines | **√** |
| Track and Control Changes Made to Configuration Items | Track Change Requests | **√** |
| Control Configuration Items | **√** |
| Establish and Maintain Integrity of the Baselines | Establish Configuration Management Records | **√** |
| Perform Configuration Audits | **√** |

# CMMI Interview Affirmation Questions

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| **Questions** |
| How are the estimates for the project’s cost and effort established? |
| What are the Key Process Areas required by CMMI1.3 Level 2? |
| Should the team try to achieve maturity level or capability levels? |
| What are some of the services available to help the team adopt CMMI? |
| What are some project management concepts that the team can use? |