The fifth chapter is the conclusion

1. CMM future directions

CMM implementation of a higher level of software process maturity is gradual and requires long-term commitment to continuous improvement processes. Software organizations may take more than ten years to lay the foundation for a continuous process improvement and a culture oriented basis.

1. What the CMM Does Not Cover

The CMM does not currently address expertise in particular application domains,advocate specific software technologies, or suggest how to select, hire,motivate, and retain competent people. Although these issues are crucial to a project's success, some of these issues have been analyzed in other contexts. They have not, however, been integrated into the CMM.The CMM was specifically developed to provide an orderly, disciplined framework within which to address software management and engineering process issues.

1. Near-Term Activities

The near-term focus on CMM development activities will be oriented towards tailored versions of the CMM, such as a CMM for small projects and/or small organizations. CMM v1.1 is expressed in terms of the normative practices of large, government contracting organizations, and these practices must be tailored to the needs of organizations that differ from this template.

1. Long-Term Activities

During the next few years, the CMM will continue to undergo extensive testing through use in software process assessments and software capability evaluations. CMM-based products and training materials will be developed and revised as appropriate. The CMM is a living document that will be improved, but it is anticipated that CMM v1.1 will remain the baseline until at least 1996. This provides an appropriate and realistic balance between the needs for stability and for continued improvement.

1. Conclusion

Continuous improvement applies to the maturity model and practices, just as it does to the software process. The potential impact of changes to the CMM on the software community will be carefully considered, but the CMM, the maturity questionnaire, and the software process assessment and software capability evaluation methods will continue to evolve as experience is gained with improving the software process. The SEI intends to work closely with industry, government, and academia in continuing this evolution.

The CMM provides a conceptual structure for improving the management and development of software products in a disciplined and consistent way.

It does not guarantee that software products will be successfully built or that all problems in software engineering will be adequately resolved. The CMM identifies practices for a mature software process and provides examples of the state-of-the-practice (and in some cases, the state-of-the-art), but it is not meant to be either exhaustive or dictatorial. The CMM identifies the characteristics of an effective software process, but the mature organization addresses all issues essential to a successful project, including people and technology, as well as process.