**INTRODUCTION**

This questionnaire is being used to help the CMMI appraisal team understand how you, project managers and practitioners, are supported by the organization in performing your project activities.

The scope of the CMMI appraisal is limited to IBM GIC development and services projects, and we encourage you to keep this scope in mind when responding to each question. Processes within scope include those related to project management, requirements engineering, software engineering, and service management as well as those related to support activities such as configuration management, process assurance, and the ongoing improvement activities. Examples of processes that are not in scope include business capture and development, marketing, finance, accounting, etc.

Note that this is not a test – there are no right or wrong answers – the appraisal team is simply trying to understand how the organization supports project- and process-related activities. We are also trying to identify opportunities to make your performance even better than it already is, so help us to understand where you perceive such performance improvement opportunities lie. In other words, help us help you! Although we encourage you to answer the questions individually, it is perfectly acceptable, and even encouraged, for you to ask your local Performance Improvement Group members if you need help understanding a question.

The questionnaire uses a term with which you may not be familiar:

* Process infrastructure: This term refers to the full set of process descriptions, procedures, work instructions, guidelines, templates forms, checklists, measurement descriptions, etc. - all of the “process stuff” intended to help project members and support personnel perform their work in a consistent and high-quality manner.

This term will be underlined every time it is used to remind you to refer to the description above, as needed.

The questionnaire provides a series of “topics,” followed by 1-4 questions related to that topic. We’ve tried to make the questions as clear as possible but apologize in advance if we failed in doing so.

Your responses to this questionnaire will be anonymized to shield the source of the feedback. Although we don’t ask you to provide your name, it is helpful knowing your primary role(s) as this provides necessary context for understanding your responses.

Thank you in advance for providing this information; it will be invaluable in helping us understand your organization’s approach to process performance and performance improvement. Please email your completed questionnaire to Pat O’Toole at [PACT.otoole@gmail.com](mailto:PACT.otoole@gmail.com).

**Primary roles (e.g., DPE, PM, scrum master, developer, tester, process assurance, EPG, Metrics, CM, L&K etc.):**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Topic #1: Having sufficient resources and training for performing your work.**

*2.1.1: Do you have adequate resources, both people and tools, to perform your work effectively and efficiently?*

*<Mention about staffing fulfilment in your project along with workplace, infrastructure, tools, laptops, provision for WFH etc. You may add how continuous skill upliftment are done, funding for badges / certifications etc.>*

*2.1.1.1: Are there tools that don't have enough licenses such that people who use them can't always access them when needed?*

*<Rare situation…mention as applicable for your project>*

*2.1.1.2: Are the tools sufficiently integrated to facilitate an efficient workflow throughout the project life cycle?*

*<AMS projects can refer to ServiceNow or any other ITSM tool as used in the project. Development projects can mention about JIRA and DevOps tool chain as applied for integrated project lifecycle*

*There may be gaps or opportunities for improvement or constraints due to Client/contract mandates. No harm in mentioning.*

*Mention about IDCP (IBM Delivery central Platform), end-to-end delivery execution platform*

*Mention about IBM invested in* [*IBM Delivery Central Platform (IDCP)*](https://deliverycentralplatform.ibm.com) *an end-to-end delivery management and execution platform for IBM Consulting. IDCP helps clients, partners, and IBMers come together and work efficiently. IDCP Brings in the project work scope through PMT ensuring consistency in delivery*

*IBM has developed first of its kind AI-powered delivery platform (IBM Consulting Advantage) leveraging IBM and partner technologies. It is designed to supercharge our consulting expertise with leading-edge software assets, assistants, and applications to deliver solutions at scale and realize faster time to value.>*

*2.1.2: Are the various project and support roles staffed with people that have the skills and knowledge needed to perform their work effectively and efficiently?*

*<Mention as applicable for your project / support function. In case of niche skills how the fulfillment is done can be added. Talk about the badges & certifications>*

**Topic #2: Keeping processes updated and verifying they are followed.**

*2.2.1: Does the process infrastructure enable you to perform your work in an effective and efficient manner?*

*<Process Infrastructure refers to Quality management system, Global PM&T Standards, IDCP, ICA, with ongoing enhancement / continuous improvement. Explain how the templates, guidelines, procedures are referred while planning for your project, doing method tailoring, managing risks & issues, project governance, estimation methodologies etc Explain how IDCP is providing the delivery management platform to manage your project.>*

*2.2.2: Is the process infrastructure updated when better ways to perform the work are identified? If so, can you provide some specific examples to support your response?*

*<Process infrastructure is updated continuously based on changing business requirements. Updates to Processes, Methods and Tools are available in the two links below. You may refer them:*

*QMS : https://qms.dal1a.cirrus.ibm.com/release-highlights/qms-v2-9-release/*

*Method Workspace :* [*https://methodworkspaceprod.methodworkspace.dal.app.cirrus.ibm.com/home*](https://methodworkspaceprod.methodworkspace.dal.app.cirrus.ibm.com/home)

*Constant Updates are made in IDCP as well. Please refer to the Release Notes :*

[*https://w3.ibm.com/w3publisher/cse/ibm-delivery-central-platform/idcp-features/idcp-practice-features\_2024*](https://w3.ibm.com/w3publisher/cse/ibm-delivery-central-platform/idcp-features/idcp-practice-features_2024)

*Example:*

*<You may give some examples. For e.g., you are executing a SAP Project, you may mention about changes to SAP Methods or if you are managing a DevOps project, you may refer to changes to Assessment Method or Tool Chains etc.*

*IDCP rele 6.0* : *New Process Template for Microsoft practice was introduced in Release 6.0*

*IDCP Rele6.4 - Executive Dashboards were released Agile KPIs at an Organizational Level, Program & Portfolio Dashboards and Reports were released>*

*2.2.3: Does anyone in the organization verify/audit that work is being done in a manner that aligns with your internal process descriptions and document standards?*

*<All projects and functions are audited at least once in a year by CSE Team (AQL/AQLLite). Refer to the PM&T assessments being done in your project by AQLs/AQL Lites. You may also refer to the product reviews / phase gate reviews as applicable. Business Control team audits can also be referred.>*

**Topic #3: Using the process infrastructure to plan, manage, and perform the work.**

*3.1.1: What are the key elements of the process infrastructure that you use to plan, manage, and perform your work?*

*<Processes, Methods and Tools applicable to you can be described here.*

*QMS Process : https://w3.ibm.com/services/lighthouse/spaces/view/consulting-quality-management-system/overview*

*Method Workspace :* [*https://methodworkspace-prod.methodworkspace.dal.app.cirrus.ibm.com/home*](https://methodworkspace-prod.methodworkspace.dal.app.cirrus.ibm.com/home)

*IDCP : https://w3.ibm.com/w3publisher/cse/ibm-delivery-central-platform*

*CIC specific tailorings are available in QMS Annex Repository*

*You may talk about PMSS, CM Plan, BCP, Risk Log, Issue Log, Key Decision Record etc. >*

*3.1.2: What are some of the key measures that you use to monitor your team’s performance?*

*<mention about the metrics & measurements that you are monitoring for your project and support function>*

*3.1.3: Can elements of the standard processes be tailored to better meet the current need? Can you provide some examples of the tailoring you have applied?*

*<Tailoring is done during Project initiation / Project launch, decisions captured in PTD or Method Workspace. PM&T profiles also reflect the exceptions if applicable.*

*For Org functions, you mention about any tailorings done for specific CICs, e.g in Training plan, training charter, PM&T Guidelines, EPG guidelines etc>*

*3.1.3: Are any elements of the process infrastructure avoided because they are perceived to be administratively burdensome, low value-added, or out of date?*

*<rare situation – mention as applicable in your project / function>*

**Topic #4: Evaluating the effectiveness of the organizational processes.**

*3.2.1: To the best of your knowledge, does anyone in the organization evaluate the effectiveness of your internal processes?*

*<Effectiveness evaluation is done by CSE team through internal reviews & assessments, external audits and assessments like ISO audits, CMMI Assessments.*

*Effectiveness evaluation is also done continually by CSE team, metrics team, Service line & COEs by evaluating projects’ performance against organization baselines, industry benchmarks etc>*

*3.2.2: How are new or modified processes evaluated to ensure effective adoption?*

*<Mention about pilot projects / early adoption done in specific CICs / functions. Deployment results are evaluated, improvement suggestions are incorporated and then released as part of QMS / Global PM&T / IBM Lighthouse for larger use>*

**Topic #5: Helping the team and organization improve performance.**

*3.3.1: What information or experience has your project contributed to improve the performance of future projects? (Note: Don’t limit your response to your current project; think about all the projects you have worked on in the past year or two.)*

*<Mention about any process improvement suggestions that you or your team members have shared with CSE team / service line / any COE.*

*You may refer to the improvements from the Casual Analysis & Resolution (CAR) Case Studies in your projects or any improvements that were triggered from ticket analytics, client feedback analysis, sprint retrospection meetings, team review meetings etc*

*You may give examples of any Change requests raised from your project that contributed to enhance the product / project life cycle in IDCP*

*There are also many organization events like PM Sharenets, Hackathons, SLMs where the best practices from your project/function is shared with larger community. You can consider including such examples as well>*

**Topic #6 Using process performance baselines (PPBs) and process performance models (PPMs) to guide work performance.**

*4.1.1: For which internal processes, if any, are statistical management techniques being applied? (E.g., use of statistical control charts, box charts, Monte Carlo simulation, regression analysis, etc.). Does it really help, or is just done because “it’s required?”*

*<Mention what statistical techniques have been used in your project and for which metrics>*