Skills Building

This lesson describes approaches to skills building including types of training programs. Specifically it will cover the CMMI emphasis on training, near term training including general training for your employees, and specific training such as the software engineering standards and practices training, project specific training, and organizational training.

Process Improvement Commitment to Skills Building

Organizational Training is a CMMI® Level 3 process area. "The Organizational Training process area identifies the strategic training needs of the organization as well as the tactical training needs that are common across projects and support groups. In particular, training is developed or obtained to develop the skills required to perform the organization's set of standard processes. The main components of training include a managed training development program, documented plans, staff with appropriate knowledge, and mechanisms for measuring the effectiveness of the training program."

This level 3 process area as defined in the CMMI® requires organization training programs to:

- Identify the training needed by the organization
- Obtain and provide training to address those needs
- Establish and maintain a training capability
- Establish and maintain training records
- Assess training effectiveness

Organizational Training has two goals and several specific practices as follows:

Goal 1: A training capability, which supports the roles in the organization, is established and maintained.

Specific Practices:

- Establish and maintain strategic training needs of the organization.
- Determine which training needs are the responsibility of the organization and which are left to the individual project or support group.
- Establish and maintain an organizational training tactical plan.
- Establish and maintain a training capability to address organizational training needs.

Goal 2: Training for individuals to perform their roles effectively is provided.

Specific Practices:

- Deliver training following the organizational training tactical plan.
- Establish and maintain records of organizational training.
- Assess the effectiveness of the organization's training program.

The bottom line is an organized training program is strongly suggested and required if your organization wants to pursue Level 3 for the CMMI®.

Orientation Training

Orientation is the first step in training. It is important to orient new members of the department to the corporation, division, software department, section, and their team. You can and should spread the responsibility over time and across the staff. Be sure to include human resources, security, the section supervisor, and the new employee's buddy. First impressions are most lasting and you will want this new employee to enjoy his or her new environment. Your organization may have a standard new employee orientation program or it may not. In either case, this chart provides some example training that should occur at the outset.

Topic	Human Resources	Security	Supervisor	Team Leader	Buddy	Schedule
Benefits and policies	✔					Day 1
Emergency procedures	✔					Day 1
Excused absence	✔					Week 1
Time accounting	✔					Day 1
Defense Industrial Security Clearance Office indoctrination		✔				Annual
Out of the Continental USA travel brief		✔				As required
Plant security		✔				Day 1
Security briefing		✔				Day 1
Career paths			✔			Month 1
Flexible time			✔			Week 1
Organization			✔			Week 1
Position responsibilities			✔	✔		Week 1
Project overview			✔	✔	✔	Week 1
Facility tour					✔	Day 1
Skills inventory					✔	Month 1
Standard resume					✔	Week 1
Time accounting assistance					✔	First 2 Weeks