CMM Level 3

Ponder 08

# Organization Process Focus

* Assign Larry to the organizations software process group.
* Train Larry in software engineering practices, process control techniques, organization change management, planning, managing and monitoring the software process, and technology transition techniques. [1]
* Have Larry apply his training to our organization through regular assessment, developing/maintaining a plan, creating a software process database, implementing company activities that promote organization process focus, evaluating the success of these activities, and providing training where needed. [1]

# Organization Process Definition

* Have Teri and Larry work together to write a policy for developing and maintain a standard software process and the related assets. [1] Provide additional training to Larry in the fields of software engineering practices and methods, process analysis and documentation methods, and process modeling as needed. [1] Since Larry doesn’t do much else for our company, keeping him busy by sending him to all of these training meetings might actually help the office be more productive.
* Ensure that the policy includes appropriate process and product standards, and includes references to state-of-the-art engineering tools and methods. Also ensure the policy includes a description of the interfaces between software disciplines. [1]
* This is a living document, and thus must be maintained by Larry/Teri whenever a change is proposed. [1] See the first bullet point for more information about why this time consuming activity is actually beneficial.
* Ensure that the policy lists all software life cycles that are approved for use and that these decisions are peer reviewed. [1]
* Have Teri and Larry work together to define how to adapt the above policy to specific projects. [1]
* Have Larry and Teri work together to develop a library of software process-related documentation. [1]

# Training Program

* Have Larry and Teri work together to write a policy regarding our company’s training needs. [1] Larry is technically the only member of the training organization group, but it is expected that he will heavily rely on Teri as a resource.
* Allot a small amount of money to support the training program. This program should include the training plan, materials for training, time to develop the training, time to conduct the training, an area to conduct the training in, evaluation of the training, and records kept regarding the training.
* Train Larry in how to train people. [1]
* Have Larry provide an orientation to me on his training program.

# Integrated Software Management

* Assign Larry to adapt the organization process definition to fit with our current project, and future projects as they arise, (We assume that we will get future projects because we’ve assured that CMM level three will not sink our company by assigning nearly all CMM related tasks to Larry. In this way, we only waste one or two employees’ time with this nonsense and the rest of us are still generally able to get work done.) and record this adaptation into a document.
* I will receive training in managing the technical administrative and personnel aspects of software the software project. [1]
* This is a living document, and thus must be maintained by Larry/Teri whenever a change is proposed. The procedure for updating this document must follow a documented process. [1]
* The document must specify how computer resources are managed, how software effort and costs are managed, how software risks will be managed, and how the size of software work products is managed. [1]
* Larry will periodically review the software project and bring it into line with the defined standards.

# Software Product Engineering

* Assign Larry to create an organizational policy for performing software engineering activities. [1]
* Assign Larry to provide training and orientation on software engineering and software engineering disciplines like software requirements, design, coding, testing, and quality assurance. [1]
* Ensure that the policy encapsulates the process for requirements, design, testing, and quality assurance. [1]
* Assign Larry to ensure that consistency is maintained between projects regarding software plans, requirements, design, coding, and quality assurance efforts. [1]

# Intergroup Coordination

* Have Larry create an organizational policy for establishing interdisciplinary engineering teams. [1]
* Assign Larry to provide training regarding intergroup coordination to me and others as necessary. [1] The training should encompass orientation in processes, methods, and standards, as well as training on how to work as a team and interact with customers. [1]
* Following the policy, assign the leaders of teams to meet regularly. [1]
* Assign the leaders of teams to track critical dependencies and document them according the policy. [1]
* Occasionally throw a wrench in a team by swapping members between teams for interdisciplinary training. [1]

# Peer Reviews

* Assign Larry to create an organizational policy for performing peer reviews. [1]
* Provide training to Larry on how to lead peer reviews. [1]
* Have Larry train everyone participating in peer reviews on the objectives, principles and methods of peer reviews. [1]
* Have Larry ensure that the peer reviews are conducted following the written policy and that the data and results of the peer reviews are recorded.