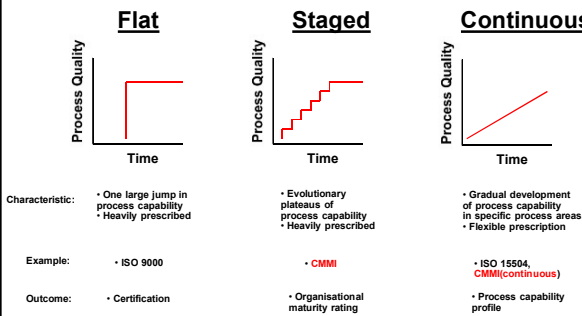


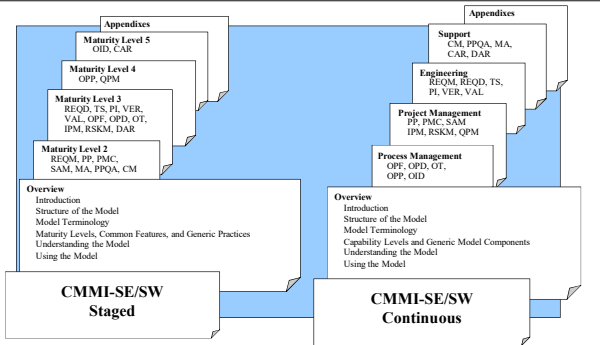
Different Ways to Progress Capability



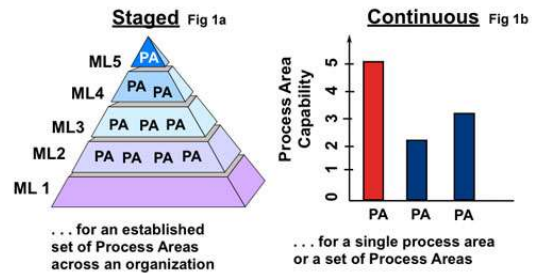
CMMI – What is it?

- What does CMMI stand for?
 - Capability Maturity Model Integration
- What is the CMMI?
 - The CMMI model is a collection of best practices from leading engineering companies
- What the CMMI is not...
 - The CMMI model is not a process
 - It shows what to do, not how to do it or who does it
- Where do I get more information
 - <http://www.sei.cmu.edu>
 - www.cmmiinstitute.com
 - Library
 - Google

CMMI Structure One Model, Two Representations



Comparing Representations



Continuous Organization of Process Areas

Category	Process Area
Project Management	Project Planning Project Monitoring and Control Supplier Agreement Management Integrated Project Management (IPPD) Integrated Supplier Management (SS) Integrated Training (IPPD) Risk Management Quantitative Project Management
Support	Configuration Management Process and Product Quality Assurance Measurement and Analysis Causal Analysis and Resolution Decision Analysis and Resolution Organizational Environment for Integration (IPPD)
Engineering	Requirements Management Requirements Development Technical Solution Product Integration Verification Validation
Process Management	Organizational Process Focus Organizational Process Definition Organizational Training Organizational Process Performance Organizational Innovation and Deployment

Process Area Capability Profile

- A process area capability profile may be represented by a set of points in two dimensions.
 - the process dimension
 - » "What" you do
 - the capability dimension
 - » "How well" you do it
- Process Areas (PAs) are a cluster of related practices.
- They are the major building blocks in establishing process capability.
- Example PA
 - » "Requirements Management"



Capability Levels

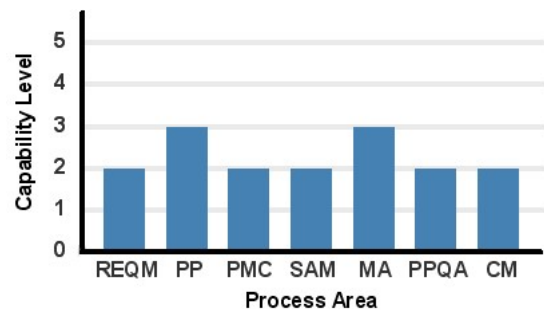
- A capability level is a well-defined evolutionary plateau describing the capability of a process area.
- There are six capability levels.
- Each level is a layer in the foundation for continuous process improvement.
- Thus, capability levels are cumulative, i.e., a higher capability level includes the attributes of the lower levels.

Practice Capability Levels

5	Optimizing
4	Quantitatively Managed
3	Defined
2	Managed
1	Performed
0	Incomplete

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An Example Process Area Capability Profile



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Maturity Levels

- A maturity level is a well-defined evolutionary plateau on the path to becoming a mature organization.
- There are five maturity levels.
- Each level is a layer in the foundation for continuous process improvement.

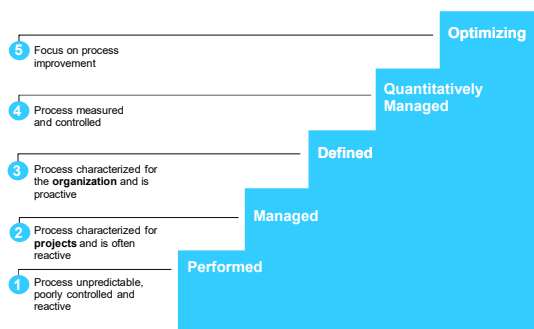
16

Process Areas by Maturity Level

Level	Focus	Process Areas
5 Optimizing	Continuous process improvement	Organizational Innovation and Deployment Causal Analysis and Resolution
4 Quantitatively Managed	Quantitative management	Organizational Process Performance Quantitative Project Management
3 Defined	Process standardization (SS) (IPPD) (IPPD)	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition Organizational Training Integrated Project Management Integrated Supplier Management Risk Management Decision Analysis and Resolution Organizational Environment for Integration Integrated Teaming
2 Managed	Basic project management	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management
1 Performed		

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The Maturity Levels



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Maturity Levels Cannot Be Skipped

- A level provides a necessary foundation for effective implementation of processes at the next level.
 - Higher level processes are easily sacrificed without the discipline provided by lower levels.
 - The effect of innovation is obscured in a noisy process.
- Higher maturity level processes may be performed by organizations at lower maturity levels, with risk of not being consistently applied in a crisis.

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Example of a CMMI Process Area

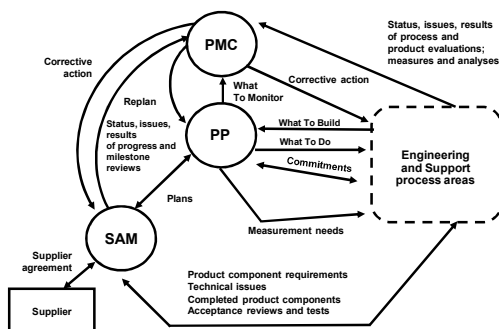
Project Management

Project Management Process Areas

- There are eight Project Management Process Areas.
 - Project Planning (PP)
 - Project Monitoring and Control (PMC)
 - Supplier Agreement Management (SAM)
 - Integrated Project Management (IPM)
 - Risk Management (RSKM)
 - Quantitative Project Management (QPM)
- The SE/SW/IPPD model includes one additional process area under Project Management and an expanded version of Integrated Project Management process area:
 - Integrated Teaming (IT)
 - Integrated Project Management (IPM [IPPD])

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Basic Project Management PAs



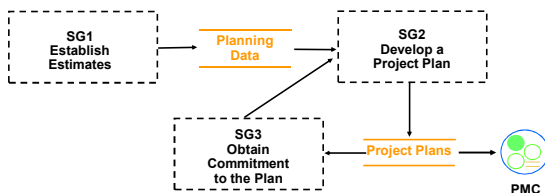
22

Project Planning (PP)

- Purpose:
 - Establish and maintain plans that define project activities.
- PP has 3 specific goals...SG1, SG2, SG3
- PP and PMC work together
 - PP – creation of project plan
 - PMC – Tracking against the plan

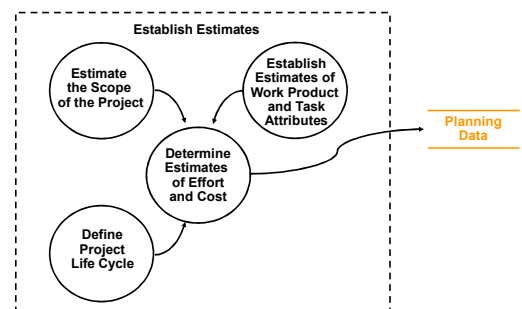
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Project Planning



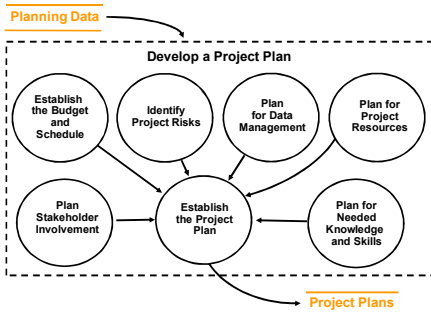
24

Project Planning – SG1



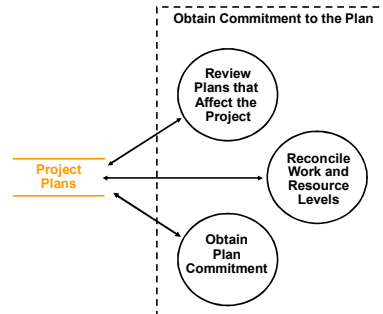
25

Project Planning – SG2



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Project Planning – SG3



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To see more...

Download CMMI for Development v 1.3 from
<http://resources.sei.cmu.edu/library>
 All 482 pages of it !!!

Software Engineering Institute

CMMI® for Development, Version 1.3

CMMI-DEV, V1.3

CMMI Product Team

Improving processes for developing better products and services

November 2010

TECHNICAL REPORT

CMU/SEI-2010-TR-033

SEI-70-2010-020

Software Engineering Process Management Program

(Carnegie Mellon University)



Carnegie Mellon

PROJECT PLANNING	
<p>Purpose</p> <p>The purpose of Project Planning (PP) is to establish and maintain plans that define project activities.</p> <p>Introductory Notes</p> <p>One of the keys to effectively managing a project is project planning. The Project Planning process area involves the following activities:</p> <ul style="list-style-type: none"> Developing the project plan Interacting with relevant stakeholders appropriately Gaining commitment to the plan Maintaining the plan <p>Planning includes estimating the attributes of work products and tasks, determining the resources needed, negotiating commitments, producing a schedule, and identifying and analyzing project risks. Planning through these activities may be necessary to establish the project plan. The project plan provides the basis for performing and controlling project activities that address commitments with the project's customer. (See the definition of "project" in the glossary.)</p> <p>The project plan is usually revised as the project progresses to address changes in requirements and commitments, inaccurate estimates, corrective actions, and process changes. Specific practices describing both planning and replanning are contained in this process area.</p> <p>The term "project plan" is used throughout the process area to refer to the overall plan for controlling the project. The project plan can be a stand-alone document or be distributed across multiple documents. In either case, a coherent picture of who does what should be included. Likewise, monitoring and control can be centralized or distributed, as long as the project level a coherent picture of project status can be maintained.</p>	
<p>Specific Goal and Practice Summary</p> <p>SG 1. Estimate Effort</p> <p>SP 1.1 Estimate the Scope of the Project</p> <p>SP 1.2 Estimate the Effort of the Project</p> <p>SP 1.3 Estimate the Resources of the Project</p> <p>SP 1.4 Estimate the Schedule of the Project</p> <p>SP 1.5 Estimate the Risk of the Project</p> <p>SP 1.6 Estimate the Cost of the Project</p> <p>SP 1.7 Estimate the Quality of the Project</p> <p>SP 1.8 Estimate the Performance of the Project</p> <p>SP 1.9 Estimate the Compliance of the Project</p> <p>SP 1.10 Estimate the Sustainability of the Project</p> <p>SP 1.11 Estimate the Resilience of the Project</p> <p>SP 1.12 Estimate the Flexibility of the Project</p> <p>SP 1.13 Estimate the Scalability of the Project</p> <p>SP 1.14 Estimate the Portability of the Project</p> <p>SP 1.15 Estimate the Interoperability of the Project</p> <p>SP 1.16 Estimate the Compatibility of the Project</p> <p>SP 1.17 Estimate the Conformance of the Project</p> <p>SP 1.18 Estimate the Adherence of the Project</p> <p>SP 1.19 Estimate the 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Overview of CMMI Appraisal

www.sei.cmu.edu/cmmi/appraisals

a reference and organizational mechanism for assigning effort, schedule, and responsibility and is used as the underlying framework to plan, organize, and control the work done on the project.

Some projects use the term "contract WBS" to refer to the portion of the WBS placed under contract (possibly the entire WBS). Not all projects have a contract WBS (e.g., internally funded development).

Examples Work Products

1. Task descriptions

2. Work package descriptions

3. WBS

Subelements

1. Develop a WBS.

- The WBS provides a scheme for organizing the project's work. The WBS should permit the derivation of the following items:
 - Tasks and their organization
 - Tasks for resources and supporting activities
 - Tasks for test and knowledge acquisition
 - Tasks for the development of needed support data, such as configuration management, quality assurance, and verification plans
 - Tasks for the negotiation and management of interrelationships
- Define the work packages in sufficient detail so that estimates of project tasks, responsibilities, and schedule can be specified.
- The top-level WBS is intended to help place the project work effort for tasks and organizational roles and responsibilities. The amount of detail in the WBS at the next level in developing realistic schedules, thereby minimizing the need for management review.
- Identify products and product components to be externally acquired.
- Refer to the Supplier Agreement Management process area for more information about managing the acquisition of products and services from suppliers.
- Identify work products to be reused.

SP 1.2

Establish and maintain estimates of work product and task attributes.

Size is the primary input to many models used to estimate effort, cost, and schedule. Models can also be based on other attributes such as service level, complexity, availability, and structure.

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Project Planning (PP)

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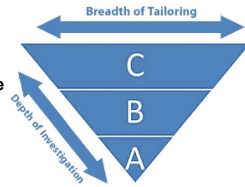
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Project Planning (PP)

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Appraisal Method Classes

- Class A
 - Full comprehensive method
 - Thorough model coverage
 - Provides maturity level
- Class B
 - Less comprehensive -> less expensive
 - Partial self-assessment
 - Focus on areas needing attention
 - No maturity level rating
- Class C
 - Quick look
 - Check for specific risk areas
 - Inexpensive
 - Little training needed



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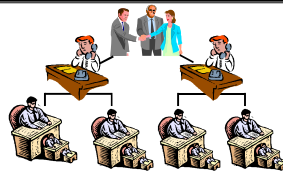
Appraisal Method Classes (ARC)

Characteristics	Class A	Class B	Class C
Amount of objective evidence gathered (relative)	High	Medium	Low
Ratings generated	Yes	No	No
Resource needs (relative)	High	Medium	Low
Team size (relative)	Large	Medium	Small
Appraisal Team Leader Requirements	Lead Appraiser	Lead Appraiser or person trained and experienced	Person trained and experienced

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Appraisal Scope

•Defining the
“Organizational Unit”



•Selecting CMMI Model,
Representation, and Scope



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Sources of Objective Evidence

- Instruments
 - Organizational assets reflecting evidence of implementation of model practices (e.g., mapping tables)
 - Questionnaires
- Interviews
 - Standard structured interviews; on-call interviews; follow-up interviews
 - Exploratory or focused questions targeted at manager, practitioners and/or users
- Presentations
 - Briefings, demonstrations
- Documents
 - Hardcopy, softcopy, hyperlinks

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Indicators in CMMI

- PIs include artifacts as well as information gathered from interviews with managers and practitioners.
- Practice Implementation Indicator Types
 - Direct Artifacts
 - » Tangible outputs resulting directly from implementation of a practice (e.g., Typical Work Products)
 - Indirect Artifacts
 - » Artifacts that are a side-effect or indicative of performing a practice (e.g., meeting minutes, reviews, logs, reports)
 - Affirmations
 - » Oral or written statements confirming or supporting implementation of the practice
 - (e.g., interviews, questionnaires)

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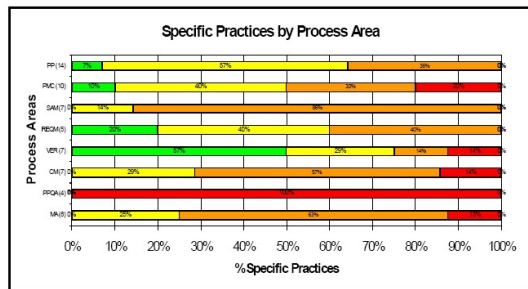
Determination of Practice Implementation

- The basic approach to determination of practice implementation is to:
 - characterize the degree to which the practice is implemented, and
 - note any factors which should be considered in addition as the instantiation data is aggregated (strengths, weaknesses, etc.).

Fully Implemented (FI)	<ul style="list-style-type: none"> • Direct artifacts present and appropriate • Supported by indirect artifact and/or affirmation • No weaknesses noted
Largely Implemented (LI)	<ul style="list-style-type: none"> • Direct artifacts present and appropriate • Supported by indirect artifact and/or affirmation • One or more substantial weaknesses noted
Partially Implemented (PI)	<ul style="list-style-type: none"> • Direct artifacts absent or judged inadequate • Artifacts or affirmations indicate some aspects of the practice are implemented • One or more substantial weaknesses noted • Projects that have not reached the point in the life cycle to have produced the necessary direct artifacts are rated PI and this would be accounted for when the instantiations are aggregated at the OU level practice rating.
Not Implemented (NI)	Any situation not covered by above

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Typical first Appraisal – 5 projects



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Can I see who is assessed?

- Yes for some, not all
 - Why?
- Published Appraisal Results
 - <https://sas.cmminstitute.com/pars/>

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An Irish Example

Organization	
Organization Name:	Primerica Systems Ireland Ltd
Organizational Unit:	Software Development Group
Appraisal Sponsor Name:	Andra McBride
Lead Appraiser Name:	David Wynn
Partner Name:	Corner Process Improvement Solutions Ltd.
Organizational Unit Description	
Basic Units / Support Functions:	Notes Colli Letterkenny, Co. Donegal Ireland
Organizational Sample Size	
% of people included:	77
% of projects/units included:	50
Org Scope Description:	Sample of 6 software development applications with more than 3 fulltime allocated resource and HR, Technical Business Management and Improvement Implementation Group.
Appraisal Description	
Appraisal End Date:	Oct 23, 2014
Appraisal Expiration Date:	Oct 23, 2017
Appraisal Method Used:	SCAMPI V1.3 A
Model Information:	CMMI-DEV v1.3

An Irish Example

Model Scope and Appraisal Ratings

CMMI-DEV v1.3			
Level 2	Level 3	Level 4	Level 5
Satisfied REQM	Satisfied RD	Out of Scope OPP	Out of Scope OPM
Satisfied PP	Satisfied TS	Out of Scope QPM	Out of Scope CAR
Satisfied PMC	Satisfied PI		
Not Applicable SAM	Satisfied VER		
Satisfied MA	Satisfied VAL		
Satisfied PPQA	Satisfied OPF		
Satisfied CM	Satisfied OPD		
	Satisfied OT		
	Satisfied IPM		
	Satisfied RSKM		
	Satisfied DAR		

Maturity Level: Maturity Level 3