

SECRETS

of CMMI v1.2

SCAMPI Appraisals

Jeff Dalton, President

Broadsword, an SEI Partner
SCAMPI Lead Appraiser
CMMI Instructor

What is SCAMPI? Can I have two please?

Sandard

CMMI

Appraisal

Method for

Process

Improvement



Appraisal
Requirements



Appraisal Team

The Process

Actual Practice

Findings,
Recommendations



**Organizational
Process Suite**

Lessons Learned/
Improvements

Process
Deployment



Organization/Projects

Throughout our history with CMMI, we have been challenged by the tension between a process compliance mentality versus the “other view” that this should always be about process improvement.

. I hope that we have recognized that we create appraisal teams with the consensus theme so that judgment can occur, often with significant debates. If instead the exercise becomes a ritual of filling boxes with checkmarks, we might wish to change to automated decision tools to save money and “get a level.”

Mke Phillips, CMMi Program Director

Appraisal Fundamentals



- Start with a process reference model



- Use a defined appraisal method



- Involve senior management as an appraisal sponsor

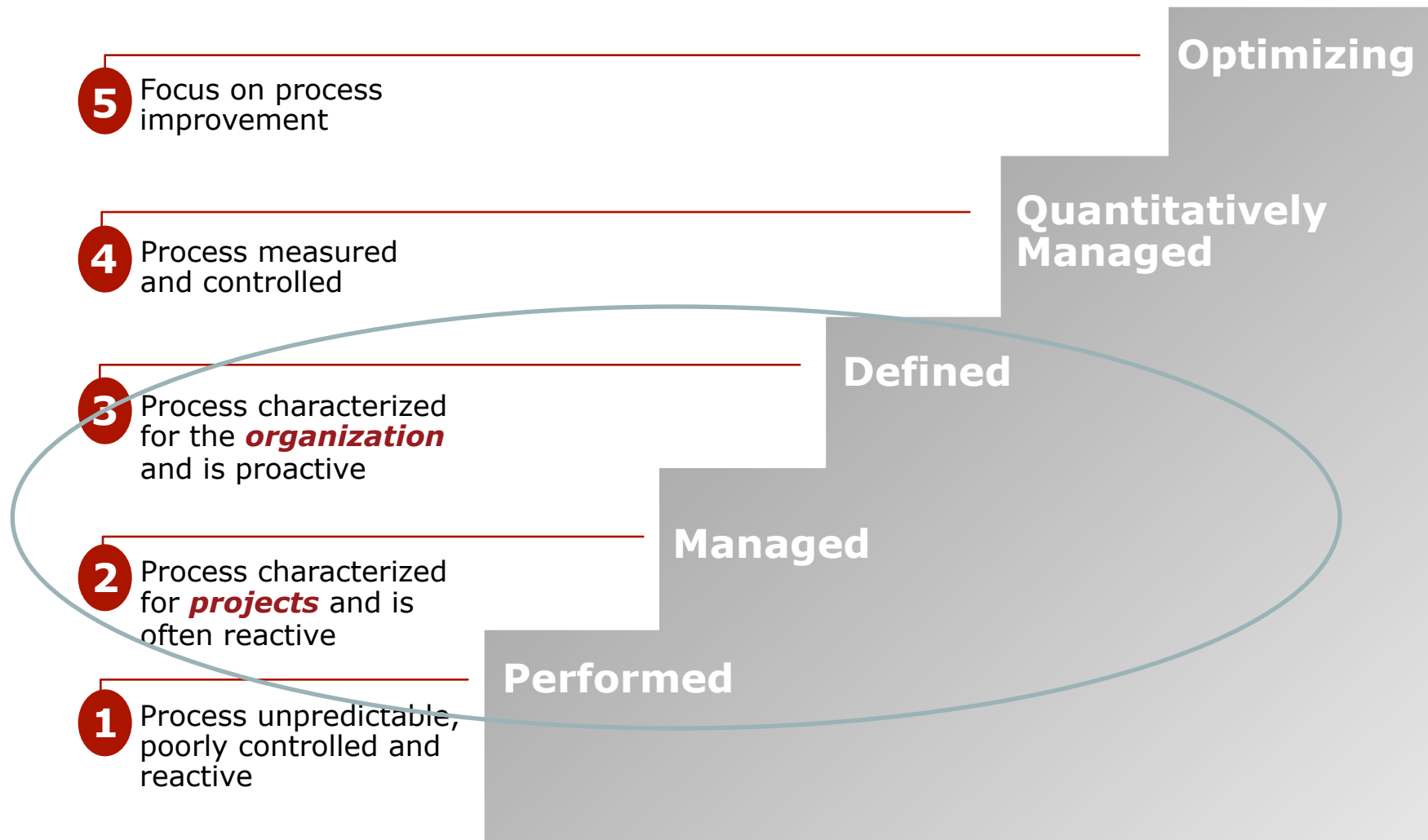


- Observe non-attribution



- Approach the appraisal collaboratively

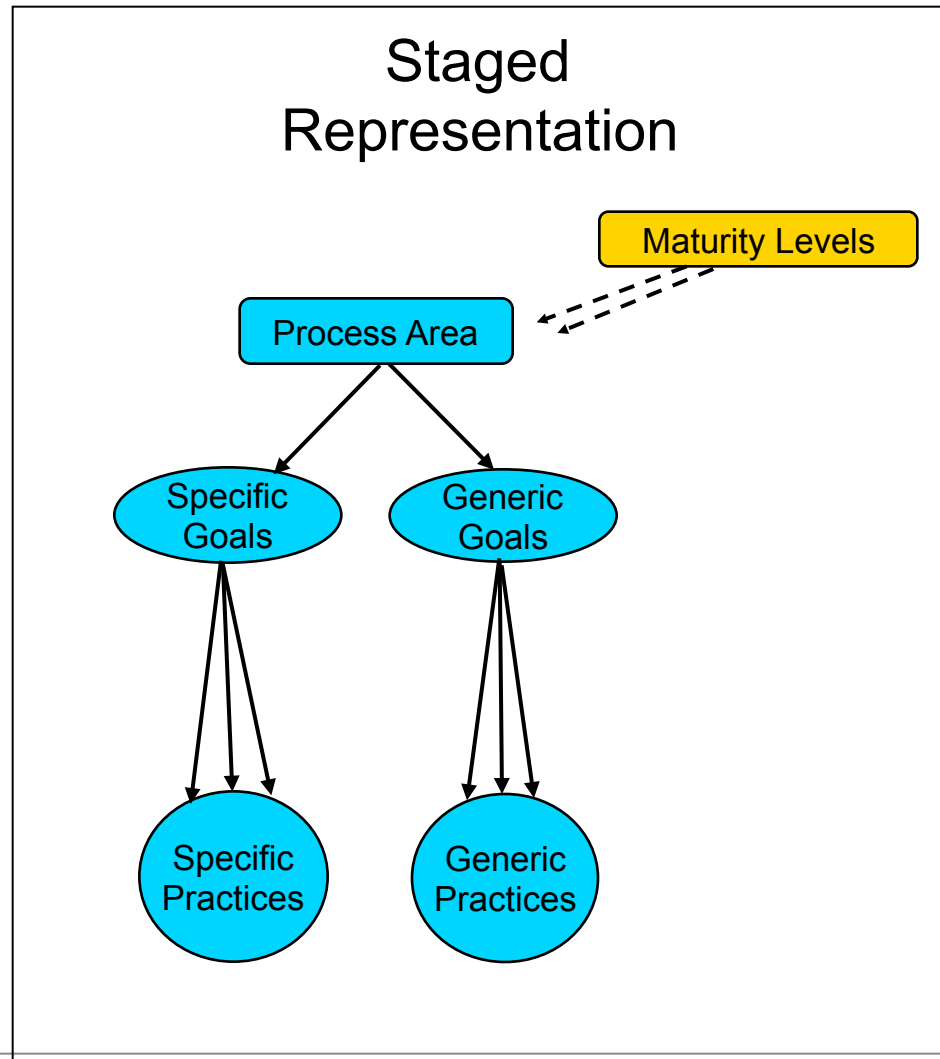
CMMI – DEV Maturity Levels



Staged Representation

Level	Focus	Process Area	
5 Optimizing	Continuous Process Improvement	<ul style="list-style-type: none"> •Organizational Innovation & Deployment 	<ul style="list-style-type: none"> •Casual Analysis & Resolution
4 Quantitatively Managed	Quantitative Management	<ul style="list-style-type: none"> •Organizational Process Performance 	<ul style="list-style-type: none"> •Quantitative Project Management
3 Defined	Process Standardization	<ul style="list-style-type: none"> •Requirements Development •Technical Solutions •Product Integration •Verification •Validation •Organizational Process Focus 	<ul style="list-style-type: none"> •Organizational Process Definition + IPPD •Organizational Training •Integrated Project Management + IPPD •Risk Management •Decision Analysis & Resolution
2 Managed	Basic Project Management	<ul style="list-style-type: none"> •Requirements Management •Project Planning •Project Monitoring & Control •Supplier Agreement Management 	<ul style="list-style-type: none"> •Measurement & Analysis •Process & Product Quality Assurance •Configuration Management
1 Initial			

Architecture of the CMMI



SCAMPI Class Distinctions

Characteristics	Class A	Class B	Class C
Amount of objective evidence gathered <i>(relative)</i>	High	Medium	Low
Ratings generated	Yes	No	No
Resource needs <i>(relative)</i>	High	Medium	Low
Team size <i>(relative)</i>	Large	Medium	Small
Appraisal Team Leader Requirements	Lead Appraiser	Lead Appraiser or B/C Team Leader	Lead Appraiser or B/C Team Leader

SCAMPI Appraisal Team Fundamentals

Fairly & honestly appraise process performance using CMMI as a benchmark



- Take opinions into consideration **ONLY** when debating the Objective Evidence and its compliance with CMMI
- Do not judge or audit work performance

Make positive observations



- Classify observations as areas of “strength” or areas of “weakness”
- Do not classify anything (observations, performance, etc.) as “good” or “bad”
- Remember, there is no “passing” of “failing”

Maintain confidentiality



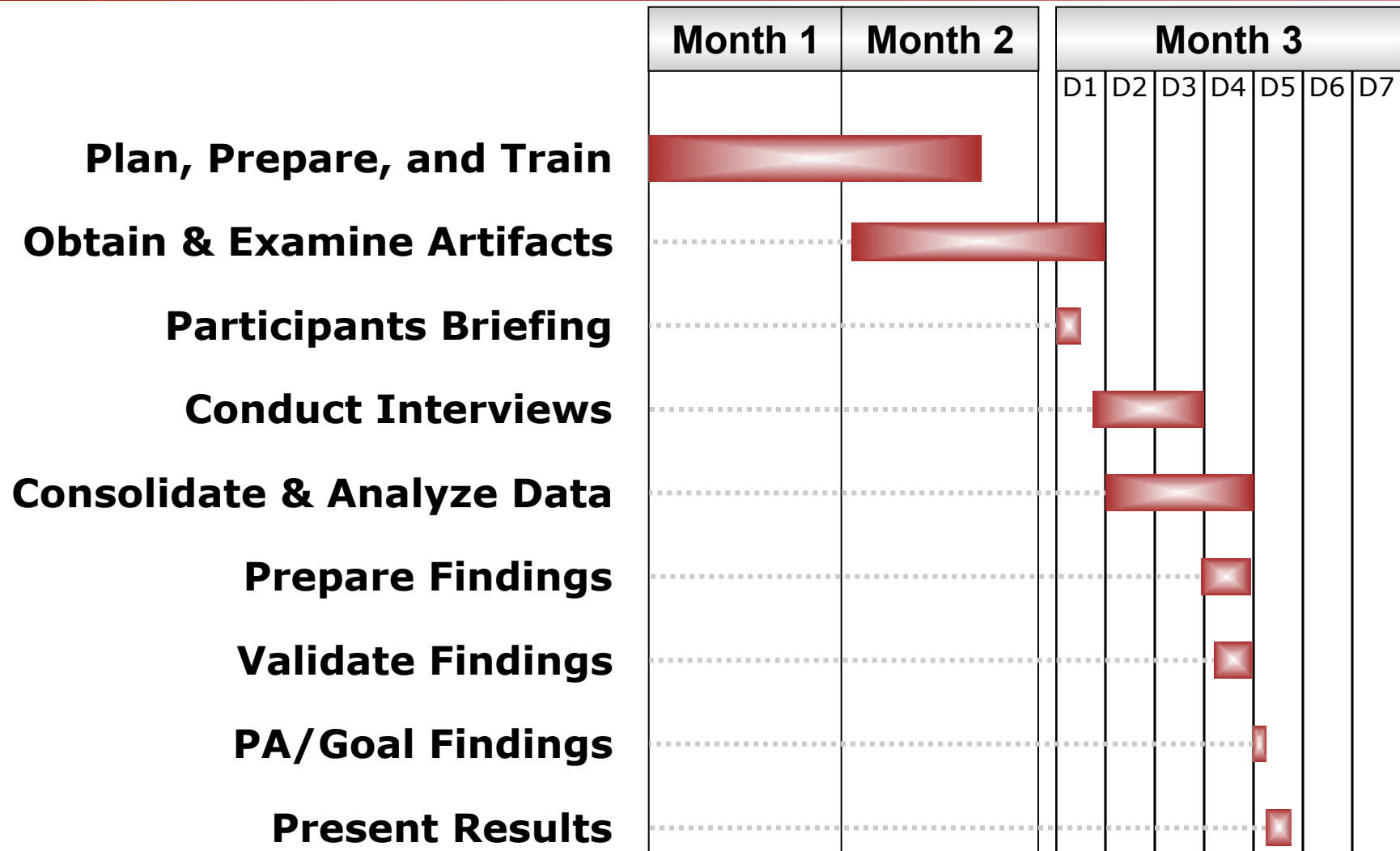
- Do not attribute comments or “weaknesses” to any individual or team
- Destroy detailed notes about interviews once the findings have been completed
- Do not reveal the status of any interviews or findings until they are complete

Have fun!



- Remember, this work is contributing to the improvement of the work environment
- Consider participation as a career enhancement for the whole team
- Strive to work normal hours
- Good humor is mandatory and must be enforced!

SCAMPI Appraisal Activities (A)



What to Expect at the Appraisal



Documents



Affirmations



Presentations



Appraisal Interviews

Project Interviews

- Project Manager (and other project team members, as necessary)
- One or more 60-90 minute interviews
- Specific questions focused on the project and all process areas under appraisal
- Specific responses to verify process adoption at the **project** level

Functional Area Representative (FAR) Interviews

- Teams of practitioners in similar roles:
 - Project Managers (5-10)
 - Engineers/Developers (5-10)
 - Line Managers
 - Sponsor(s)
 - Requirements/Test (5-10)
- One or more 60-90 minute interviews
- Broad questions focused on roles and associated responsibilities
- General responses, not project specific, to verify process adoption at the **organizational** level

Appraisal Interview *Do's*...

- Think through how you perform a process and describe it from beginning to end
- Use your methodology as the framework for your answer
- Ask clarifying questions--the terminology may be different from what you are used to
- Refer the appraiser to someone who might know the answer if you don't

Ex: Possible Objective Evidence

PP SP1.1-1:

Indirect artifacts:

- *meeting minutes*
- *team charter*
- *WBS development notes*

Direct artifacts:

- *top-level workplan*
- *task descriptions*
- *work package descriptions*

Establish a top-level work breakdown structure (WBS) to estimate the scope of the project.

Affirmations:

- *“I worked on the PM team”*
- *“We used a workplan”*

Characterizing Practice Implementation

Implementation Characterization	Description
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 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 weaknesses noted
Not Implemented (NI)	<ul style="list-style-type: none">• Any situation not covered by above

Ex: Specific Practice Characterization

**Project Planning SG 1 encompasses
4 Specific Practices (SPs)**

	Proj 1	Proj 2	Proj 3	Proj 4	Rollup
SP 1.1	FI	LI	LI	FI	LI
SP 1.2	NI	FI	FI	FI	NI
SP 1.3	PI	LI	FI	FI	PI
SP 1.4	FI	FI	FI	FI	FI

Project Planning SG 1 is *NOT Satisfied*

Example: Results of a SCAMPI Appraisal

Requirements Management (REQM)	SG1: Manage Requirements	Yellow
Project Planning (PP)	SG1: Establish Estimates	Yellow
	SG2: Develop a Project Plan	Red
	SG3: Obtain Commitment to the Plan	Red
Project Monitoring & Control (PMC)	SG1: Monitor Project Against Plan	Red
	SG2: Manage Corrective Action to Closure	Yellow
Measurement & Analysis (MA)	SG1: Align Measurement and Analysis Activities	Red
	SG2: Provide Measurement Results	Red
Process & Product Quality Assurance (PPQA)	SG1: Objectively Evaluate Processes & Work Products	Red
	SG2: Provide Objective Insight	Red
Configuration Management (CM)	SG1: Establish Baselines	Yellow
	SG2: Track and Control Changes	Green
	SG3: Establish Integrity	Red

Questions?

- See you at the interview
- Have fun!