



**Carnegie Mellon  
Software Engineering Institute**

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# **The SCAMPI Appraisal Method: Top Ten Myths (2004 Edition)**

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# **MYTHS - Disclaimer**

**Presented in no particular order**

**No scientific or statistical methodology for collection**

**Candidate “myths” originated from one or more of the following:**

- **myths sent in by Lead Appraisers**
- **inquiries made to SEI (phone, email),**
- **questions from students attending SEI classes (Intro to CMMI, Intermediate CMMI, SCAMPI<sup>SM</sup> Lead Appraiser<sup>SM</sup> Training).**



# **Myth 1: All appraisal team members must attend all interview sessions**

This may be a hold-over from CBA-IPI and SCE.

The SCAMPI MDD requires at least 2 team members be present in an interview, thus mini-teams can conduct interviews.

In practice we recommend full team interviews for managers, with mini-teams conducting Functional Area Representative interviews.



## **Myth 2: Practices may be characterized as “Not Applicable”**

**Only Process Areas (PAs) may be excluded from appraisal coverage (i.e., rated “Not Applicable”). Goals and practices from all applicable PAs are within scope and must be rated or characterized.**

**The use of Alternative Practices is the only method for treating practices that are performed differently in a project.**

**For example, SAM SP 2.1 Review COTS Products could be met by a documented decision that the project performs all development and does not use COTS products.**



# **Myth 3: Appraisals result in “CMMI Certification” good for 2 Years**

**SCAMPI appraisals do not certify. They can provide Maturity or Capability Levels which indicate that applicable goals of CMMI models are satisfied.**

**There is no “shelf life” for Maturity or Capability Levels resulting from an appraisal – there are too many variables, such as management change, acquisition, and reduced (or increased) emphasis on process improvement, that can affect results over a short term.**



## **Myth 4: SCAMPI A is all about extra documentation, with little value to the organization**

**Practice Implementation Indicators (PIIs) should be the natural result of performing your process. Developing them only for an appraisal not only wastes resources, but does not help the organization.**

**By documenting PIIs based on actual performance of the practices, the evidence exists and PII creation is easy. If results of practices are not documented, PII creation can become a wild goose chase.**



## **Myth 5: Generic Goals 4 and 5 must be met to achieve ML 4 and 5 when using the Continuous Representation**

This is a statement that Figure 5.6 in the CMMI book is wrong (and is thus wrong).

By achieving Capability Level 3 in all applicable PAs, the applicable Maturity Level may be gained. The reason is that the Maturity Level 4 and 5 PAs ( OPP, QPM, OID and CAR), as well as Generic Goals 4 and 5 operate on sub-processes, not Process Areas, thus no entire PA need be rated Capability Level 4 or 5. Selected sub-processes must be subject to statistical process measurement, control and improvement.



# Myth 6: A Direct Artifact and an Indirect Artifact are required for every practice.

**Corollary 1: A Direct Artifact, Indirect Artifact and Affirmation are required for every practice.**

The SCAMPI MDD requires a Direct Artifact plus either an Indirect artifact or Affirmation for every practice.

This myth may be a result of MDD guidance for Face-to-Face Affirmations, but no guidance for Indirect Artifacts. So, lacking rules, some people require all.





# **Myth 7: If we conduct a SCAMPI appraisal using the staged representation then we must report a maturity level.**

**Corollary 1: When using the staged representation, more PAs (at least 6 at ML2) must be appraised than when using the continuous representation.**

**This is a repeat request from 2003.**

**The SCAMPI method requires that, as a minimum, goals must be rated; there is no requirement that any further rating activities be performed.**

**In addition, no matter which representation is used, any or all PAs can be within the appraisal scope – the representation chosen has no bearing on PAs in the appraisal scope.**



# **Myth 8: Instruments (i.e. questionnaires) are required in every SCAMPI appraisal.**

**This will become a myth upon publication of a revised ARC in early 2005.**

**The CMMI Steering Group approved the removal of this requirement from the ARC. It was a legacy requirement from the old Software Process Assessment and CMM Based Assessment for Internal process Improvement methods. It is not relevant to the data-driven, verification nature of SCAMPI appraisals.**



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# That's All

These are the top 10<sub>8</sub> myths.



# GOLD HILL

EST. — 1859  
ELEV. — 8463  
POP. — 118

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TOTAL 10440



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# **SCAMPI Myths III for 2005**

**Send me your favorites.**

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