CMMI on the Web: Remastered

SEPG Asia Pacific 2009
September 2009
Key Takeaways

✓ Basic understanding of the CMMI Product Suite

✓ Starting and sustaining a CMMI-based process improvement initiative

✓ Online help for CMMI implementation
What is an FFRDC

✓ Federally Funded Research and Development Center (FFRDC)

✓ Unique entities sponsored and funded by the U.S. government to meet specific long-term needs

✓ FFRDCs work in the public interest and operate as strategic partners with their sponsoring government agencies
What is a Constellation?

The CMMI Product Suite is a collection of all model components, training material components, and appraisal components organized by areas of interest called *constellations*.

Each constellation is comprised of the following elements:

- the CMMI Model Foundation (CMF)
- named groups of process areas used to create CMMI models within that constellation
  - One example is the Engineering group process areas not included in the CMF to create CMMI for Development
  - Another example is the IPPD group of additions consisting of specific goals inserted into IPM and OPF to create the CMMI-DEV +IPPD model.
- generic practice elaborations for the process areas in the constellation
- appropriate training and appraisal materials
CMMI for Development, Version 1.2 (CMMI-DEV)

✓ CMMI-DEV addresses the development of product and service systems

✓ Download for free at:
  www.sei.cmu.edu/library/abstracts/reports/06tr008.cfm

Designed to aid ANY organization that is developing products or services

✓ Used by organizations in Defense, Healthcare, Finance, Insurance, Telecommunications, and other industries.

✓ The practices are typically general enough to apply to both systems engineering and software engineering.
CMMI for Development, Version 1.2 (CMMI-DEV) – Presentations

✓ CMMI Executive Overview:
  www.sei.cmu.edu/library/abstracts/presentations/exec-overview-2006.cfm

✓ CMMI Version 1.2 Overview:
  www.sei.cmu.edu/library/abstracts/presentations/cmmi-v12-overview.cfm

✓ CMMI v1.2 Tutorial
  https://bscw.sei.cmu.edu/pub/bscw.cgi/0/444850
CMMI for Acquisition, Version 1.2 (CMMI-ACQ)

- Released November 1, 2007
- Download for free at: www.sei.cmu.edu/library/abstracts/reports/09tr001.cfm
- User site: https://bscw.sei.cmu.edu/pub/bscw.cgi/0/507426
- CMMI for Acquisition (CMMI-ACQ): A Short Overview (Video), www.sei.cmu.edu/library/abstracts/videos/cmmiacqvideo.cfm

Designed to aid organizations that are acquiring products & services or outsourcing the development or delivery of products & services

- Provides guidance to enable informed and decisive acquisition leadership
- Defines effective and efficient practices for acquisition projects
CMMI for Services Version 1.2 (CMMI-SVC)

✓ Released February 25, 2009

✓ Download for free at:
  www.sei.cmu.edu/library/abstracts/reports/07tr017.cfm

✓ User site: https://bscw.sei.cmu.edu/pub/bscw.cgi/0/424939

The purpose of the CMMI-SVC is to get the same results and benefits in their service deployment efforts that they currently enjoy in their development efforts.

CMMI for Services (CMMI-SVC): A Short Overview (Video),

✓ www.sei.cmu.edu/library/abstracts/videos/cmmisvc.cfm
Future version of CMMI...

CMMI Version 1.3

✓ Expected sometime in Fall 2010
✓ CMMI Product Suite v1.3 and will focus on, but not be limited to:
  • Clarity of high maturity material
  • More effective generic practices
  • Appraisal efficiencies
  • Synchronize the architecture and content across constellations: Development, Acquisition, and Services

✓ SEI Webinar Series: *CMMI Version 1.3 Product Suite* by Mike Konrad & Rusty Young
  www.sei.cmu.edu/library/abstracts/webinars/10feb2009.cfm

✓ SEI Webinar Series: *CMMI v1.2 and Beyond* by Mike Phillips and Mike Konrad
  www.sei.cmu.edu/library/abstracts/webinars/23feb2009.cfm
Constellations - 6

16 CMF Process Areas:
- Causal Analysis and Resolution
- Configuration Management
- Decision Analysis and Resolution
- Integrated Project Management
- Measurement and Analysis
- Organizational Innovation and Deployment
- Organizational Process Definition
- Organizational Process Focus
- Organizational Process Performance
- Organizational Training
- Project Monitoring and Control
- Project Planning
- Process and Product Quality Assurance
- Quantitative Project Management
- Requirements Management
- Risk Management

CMMI-ACQ:
- Agreement Management
- Acq Requirements Development
- Acq Technical Management
- Acq Verification
- Acq Validation
- Solicitation and Supplier Agreement Development

CMMI-DEV:
- Product Integration
- Requirements Development
- Supplier Agreement Management
- Technical Solution
- Validation
- Verification

Software Engineering Institute | Carnegie Mellon
SEPG AP 2009
CMMI on the Web: Remastered
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Maturity Levels:
1 – Initial
2 – Managed
3 – Defined
4 – Quantitatively Managed
5 – Optimizing

• Used in Staged Representation
• Measure the process improvement achievements of the organization across multiple pre-planned PAs
• Recognized in some industries as a measure that can be used to compare one organization to another
Capability Levels:

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

• Used in Continuous Representation

• Measure an organization's process improvement achievement within a single process area or multiple selected PAs

• Organization can choose which areas to emphasize
Sampling of Implementers' Views of Maturity Levels 2 & 3

  

- **Delivering a CMMI Compliant Project Plan in 30 Minutes** by Kevin Scaaff, BAH, Mike Busak, Select Business Solutions, March 2005
  

- **CMMI Crash Course: What the SEI Won't Teach You** by Hillel Glazer, Entinex, Inc.
  

- **CMMI Level 3 Blog**
  
  [http://technorati.com/posts/tag/CMMI+Level+3](http://technorati.com/posts/tag/CMMI+Level+3)

- **Do's and Don'ts of Process Improvement** by Pat O'Toole, PACT
  
High Maturity (Levels 4-5)

- Informative Material Is Important to CMMI Model Interpretation and Implementation
  - Compared to levels 2-3, there is less experience with or external reference material explaining the practices at levels 4-5.

- The Challenge of CMMI Level 4-5 Interpretation and Implementations Web page: http://www.sei.cmu.edu/cmmi/casestudies/adoption/informative.cfm

- SEI Webinar Series: *A Jumpstart Method for Business Goals and Project Objectives Supporting CMMI High Maturity* by Robert Stoddard

- *Use and Organizational Effects of Measurement and Analysis in High Maturity Organizations: Results from the 2008 SEI State of Measurement and Analysis Practice Surveys*
  www.sei.cmu.edu/library/abstracts/reports/08tr024.cfm
Sampling of Implementers’ Views of Maturity Levels 4 & 5

- SEPG North America 2008 Tutorial: *If You're Living the "High Life," You're Living the Informative Material* by Rusty Young, Bob Stoddard, and Mike Konrad, SEI
  
  www.sei.cmu.edu/library/abstracts/presentations/Young-2007.cfm

  
  www.sei.cmu.edu/library/abstracts/presentations/Hayes-2007.cfm

- *The Value of High Maturity*
  

- *V1.2 High Maturity: What should I expect to see in a V1.2 High Maturity Appraisal* by John Ryskowski, JFR Consulting
  

High Maturity (Levels 4-5) Courses

✔ SEI High Maturity Courses:
  ¬ Understanding CMMI High Maturity Practices
  ¬ CMMI and Six Sigma: Strategies for Joint Implementation
  ¬ Improving Process Performance Using Six Sigma
  ¬ Designing Products and Processes Using Six Sigma

  ❖ See www.sei.cmu.edu/products/courses for details on each

✔ Examples of Other High Maturity Courses (not a complete list):
  ¬ Systems and Software Consortium: Introduction to Higher Maturity Measurement
    www.software.org/events_training/training/calendar/default.aspx?course=19
  ¬ Process Strategies, Inc: Measurement & High Maturity Workshop
    http://process-strategies.com/APM_HiM_ws.html
Three Appraisal Classes (A, B and C)

✓ **SCAMPI A:**
  - Most rigorous method
  - The only method resulting in ratings

✓ **SCAMPI B:**
  - Provides options in model scope
  - Characterization of practices is fixed to one, three-point scale
  - Performed on implemented practices

✓ **SCAMPI C:**
  - Wide range of options with scale defined by the user
  - Characterization of planned approaches to process implementation

www.sei.cmu.edu/cmmi/tools/appraisals/classes.cfm
Appraisal Publications and Presentations

**SCAMPI Method Definition Document (MDD):**
www.sei.cmu.edu/reports/06hb002.pdf

**SCAMPI B&C Handbook:**
www.sei.cmu.edu/library/abstracts/reports/05hb005.cfm

For more on appraisals in general:
www.sei.cmu.edu/cmmi/tools/appraisals/

Appraisal related presentations:
www.sei.cmu.edu/library/
Are you ready for your appraisal?

✓ The steps found at this URL demonstrate the typical steps involved in implementing CMMI-based process improvement:

www.sei.cmu.edu/cmmi/start/index.cfm

✓ *Top 10 Signs You’re Ready (or Not) for an Appraisal*, Gary Natwick, Harris Corporation, November 2005

Current list of completed, and reported, SCAMPI Class A appraisals

- Please note: must have provided the SEI with written authorization for this release of information to be on list

http://sas.sei.cmu.edu/pars

<table>
<thead>
<tr>
<th>Organization - Organizational Unit</th>
<th>Team Leader - Sponsor</th>
<th>Appraisal End Date</th>
<th>Maturity Level - Representation</th>
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<td>Francios Boskins</td>
<td>Aug 20, 2005</td>
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<td>Mar 31, 2006</td>
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<td>MarkAanya</td>
<td>Sep 16, 2006</td>
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<td>Luis Ramalho</td>
<td>Dec 13, 2006</td>
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<td>KekkiKosagawa</td>
<td>Dec 10, 2005</td>
<td>ML 3 - Staged</td>
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<tr>
<td>Aii System Co., Ltd</td>
<td>Tebasi Kantro</td>
<td>Dec 15, 2005</td>
<td>ML 2 - Staged</td>
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<td>Aii Corporation</td>
<td>ManRabadeau</td>
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<tr>
<td>Aii Services Corporation</td>
<td>Dan Davis</td>
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</table>

Go to SAS Homepage
Ultimately, any appraised entity receives an Appraisal Disclosure Statement (ADS) and a Final Findings Report from their Lead Appraiser.

- This form documents the achieved maturity level or capability level profile.
- Also documents which parts of the organization were appraised.
- This report is owned by the sponsoring organization. This does not come from the SEI.
Process Maturity Profile

✓ Summarizes appraisal results and other information for a particular time period

✓ These profiles are intended to provide a snapshot of the state of process maturity in a way that individual organizations' maturity levels cannot be identified or inferred

http://www.sei.cmu.edu/cmmi/casestudies/profiles/cmmi.cfm
✓ SAS is where Lead Appraisers submit appraisal results

✓ SAS is also where Introduction to CMMI attendees are automatically added to the Appraisal Team Member pool.

http://sas.sei.cmu.edu
Starting a Process Improvement Initiative

- Link to this page directly from SEI Homepage: www.sei.cmu.edu (click on SEI Partner Network)

Select “SEI Partners”
## Starting a Process Improvement Initiative

### Dropdown lists ALL SEI Partner organizations

- Select an Organization
- Select a Course or a Service
- Select a Country
- Select a State
- Select Language

### Links
- SEI Partner Application
- Published Appraisal Results
- BPoC Directory Login
- Partner Resource Center

### Refine your search by searching for nearby locations

- CMMI Product Suite
- SCAMPI Appraisal Services
Starting a Process Improvement Initiative - 3

✓ Are you looking for a specific name or SEI-certified role, HMLA for ex.?

Find an SEI Partner Sponsored Individual
SEI Partner sponsored individuals are the instructors, appraisers, and coaches who deliver authentic SEI services under the supervision of SEI Partner organizations. Sponsored individuals undergo rigorous training and perform SEI-monitored maintenance activities to ensure that they are qualified to teach SEI courses and provide SEI services.

SEI Partner Sponsored Individual
First Name: 
Last Name: 

SEI Courses and Services
Course or Service:  
- Select a Course or Service

Find Individual
Find an SEI Partner Organization
Find an SEI Partner Sponsored Individual

Clicking “Search for Authorized Individual” at any time will return ALL individuals for given criteria.
Look here when interpretation/implementation issues arise:

☑ Yahoo! Discussion Group:
  http://groups.yahoo.com/group/cmmi_process_improvement

☑ Ask the CMMI Appraiser Blog:
  http://askthecmmiappraiser.blogspot.com

☑ CMMI for Services Diary
  www.cmmiforservicesdiary.com

☑ Send questions to cmmi-comments@sei.cmu.edu

☑ SPIN Meetings…
SPIN chapters offer a forum for the *FREE* and open exchange of process improvement experiences, ideas, information and mutual support

- Find a local network of process improvement enthusiasts near you
- SPIN International Directory: [http://www.sei.cmu.edu/spin/find/international/index.cfm](http://www.sei.cmu.edu/spin/find/international/index.cfm)

**Other Benefits of SPIN**

- Opportunities for professional accreditation by attending meetings
- Networking/professional development
- Discounts on SEI Membership: [www.sei.cmu.edu/membership](http://www.sei.cmu.edu/membership)
Return on Investment

Where can you find quantitative evidence on the benefits of process improvement based on CMMI models?

- CMMI Performance Results: [www.sei.cmu.edu/cmmi/research/results/index.cfm](http://www.sei.cmu.edu/cmmi/research/results/index.cfm)

- *Performance Results of CMMI-Based Process Improvement:* [www.sei.cmu.edu/library/abstracts/reports/06tr004.cfm](http://www.sei.cmu.edu/library/abstracts/reports/06tr004.cfm)


- cogence, Inc: [www.cognence.com/resources.html](http://www.cognence.com/resources.html)

- DACS ROI Dashboard: [www.thedacs.com/databases/roi](http://www.thedacs.com/databases/roi)
What is a “Small Setting”? 

Small Companies (<100 people)

Small Organizations (<50 people)

Small Projects (<20 people)
For organizations that are small businesses, groups, or projects in their software and systems development chain, the SEI is offering the Improving Processes in Small Settings (IPSS) project:

www.sei.cmu.edu/iprc/ipss.html

CMMI in Small Settings Toolkit Repository:

www.sei.cmu.edu/cmmi/publications/toolkit

CMMI Level 2 Boot Camp for Small Organizations offered by Turner Consulting Group:

www.cmmibootcamp.com/aboutTCG.html
CMMI in Small Settings - 3

✓ SEI Webinar Series: *Process Improvement at the Edges* by SuZ Garcia

✓ *Achieving CMMI®-Dev + IPPD Version 1.2 Maturity Level 3 in a Small Organization Planning/ Implementing/Appraising* by Donna Lee, United Space Alliance

✓ Lessons Learned from Adopting CMMI for Small Organizations
www.sei.cmu.edu/library/abstracts/presentations/Garcia-SEPG2005.cfm

✓ Other useful presentations:
CMMI with Other Standards, Approaches, Models - 1

CMMI with: - 1

✓ Process Improvement in Multi-Model Environments (PrIME)
  ❖ Also see: [www.sei.cmu.edu/prime](http://www.sei.cmu.edu/prime)

✓ ISO 9001/15504/12207/15288
  ❖ *Process Improvement with CMMI V1.2 and ISO Standards* by Boris Mutafelija and Harvey Stromberg (Book)
  ❖ [www.sei.cmu.edu/library/abstracts/reports/09sr005.cfm](http://www.sei.cmu.edu/library/abstracts/reports/09sr005.cfm)
  ❖ [www.wibas.de/download/cmmi_introduction_dnd.pdf](http://www.wibas.de/download/cmmi_introduction_dnd.pdf)

✓ TSP
  ❖ [www.sei.cmu.edu/library/abstracts/reports/04tr014.cfm](http://www.sei.cmu.edu/library/abstracts/reports/04tr014.cfm)
CMMI with Other Standards, Approaches, Models - 2

CMMI with: - 2

✔ Six Sigma

- [Link](www.sei.cmu.edu/library/abstracts/books/0321516087.cfm)
- [Link](www.sei.cmu.edu/library/abstracts/dvds/A-Base-Case-for-Multi-Model-Process-Improvement.cfm)
- [Link](www.sei.cmu.edu/library/abstracts/presentations/Facemire-SEPG2004.cfm)
- [Link](www.sei.cmu.edu/library/abstracts/presentations/Pickerill-SEPG2005.cfm)
- [Link](www.sei.cmu.edu/library/abstracts/presentations/sixsigmasiviypennsepg2003.cfm)
- [Link](www.dtic.mil/ndia/2004cmmi/CMMIT7Thur/CMMIUsersGroupjmsiviy.pdf)
- [Link](www.dtic.mil/ndia/2003CMMI/Hefner2.ppt)
CMMI with Other Standards, Approaches, Models - 3

CMMI with: - 3

✓ Agile
  ❖ www.agilemanagement.net/Articles/MSF/CMMIandtheDeclarationofIn.html
  ❖ www.agilecmmi.com
  ❖ SEI Webinar Series: *CMMI-Agile* by Mike Konrad
    www.sei.cmu.edu/library/abstracts/webinars/13nov200802.cfm

✓ PCMM
  ❖ https://seir.sei.cmu.edu/seir (free registration required)

✓ Product Lines
  ❖ www.sei.cmu.edu/library/abstracts/reports/05tn028.cfm
CMMI with Other Standards, Approaches, Models - 4

CMMI with: - 4

- Cobit
  - www.isaca.org/Template.cfm?Section=Downloads3&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=63&ContentID=13742
- ITIL
  - www.itil.co.uk
  - https://bscw.sei.cmu.edu/pub/bscw.cgi/d426144/ITIL%20Comparison
- PMBOK
  - https://bscw.sei.cmu.edu/pub/bscw.cgi/0/417678
- RUP
  - https://bscw.sei.cmu.edu/pub/bscw.cgi/d426144/ITIL%20Comparison
CMMI with/and:

- Interpreting Capability Maturity Model Integration (CMMI) for Business Development Organizations in the Government and Industrial Business Sector
  - www.sei.cmu.edu/library/abstracts/reports/07tn004.cfm
- +SAFE, V1.2: A Safety Extension to CMMI-DEV, V1.2
- Multi-model comparison tool developed by ISD:
  - www.isd-inc.com/tools.modelWizard
- Several other models: www.computerworld.com/printthis/2004/0.4814.90797.00.html
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<td>Introduction to CMMI Version 1.2*</td>
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<td>CMMI and Six Sigma</td>
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*Available from [SEIPartner Network](http://www.sei.cmu.edu/partnernetwork)
Paths to Individual Authorization:

1.) *Introduction to CMMI v1.2:*
www.sei.cmu.edu/training/p44b.cfm

2.) *Intermediate Concepts of CMMI v1.2:*
www.sei.cmu.edu/training/a02b.cfm

**Core Courses:**

- **SCAMPI v1.2 Lead Appraiser (LA) Course:**
  www.sei.cmu.edu/training/a04.cfm
- **SCAMPI High Maturity LA**
  Prerequisites and Certification Procedure:
  www.sei.cmu.edu/certification/process/scampi/scampihmla.cfm
- **CMMI v1.2 Instructor Course:**
  www.sei.cmu.edu/training/p37b.cfm
- **SCAMPI B & C Team Lead Course:**
  www.sei.cmu.edu/training/p53.cfm
- **SCAMPI Lead Appraiser (LA) Course:**
  www.sei.cmu.edu/training/a04.cfm

Prerequisites and Certification Procedure:
www.sei.cmu.edu/certification/process/scampi/index.cfm

* *CMMI for Acquisition or Services Supplement
CMMI Related Conferences

- SEPG Asia Pacific 2009: September 16-18, Osaka, Japan
- SEPG North America 2010: March 22-25, Savannah, GA
- SEPG Europe 2010: TBD


www.ndia.org/events/0110/Pages/0110_CMMI9thAnnualTechnologyConferenceandUserGroup.aspx
CMMI Change Requests

To request a change to the CMMI and Appraisal Requirements for CMMI (ARC): [www.sei.cmu.edu/cmmi/tools/cr/index.cfm](http://www.sei.cmu.edu/cmmi/tools/cr/index.cfm)
CMMI Brand and Identity

The SEI does not grant permission for the use of the CMMI logo in conjunction with CMMI level achievements because the SEI does not certify the results of the appraisal.

The correct terminology, if an organization wishes to announce that it has had an appraisal, is: "X organization has been appraised on xx/xx/xxxx at Maturity Level Y of CMMI\(^{(R)}\) (version Z) by an SEI-authorized Lead Appraiser."

www.sei.cmu.edu/legal/permission/index.cfm
How to Recognize an SEI-Authorized Service Provider

When looking for organizations authorized to offer SEI course or services look for the SEI Partner logo:
Tools – 1

Pocket CMMI® SVC, Kugler Maag

www.kuglermaag.com/webshop_treasure_chest.html

CMMIFAQ.INFO, Entinex, Inc.

www.cmmifaq.info

MINI CMMI for Development (v1.2), Cooliemon, LLC

www.cooliemon.com/products.asp

CMMI v1.2 Glossary (Christophe Guibert)

CMMI Tools, Books & Forums - 2

Tools - 2

Online CMMI Tool, Borland
www.borland.com/us/services/cmmi.html

Multi-Dimensional Maturity:
www.mdmaturity.com/reference.php

CMMI v1.2 Goal & Practice Search Engine, Abridge Technology
www.abridge-tech.com (click on “tools”)

The Process Group’s newsletter
www.processgroup.com
CMMI Tools, Books & Forums - 3

Tools - 3

CMMI v1.2 Browser, Wibas GmbH’s
www.cmmi.de/cmmi_v1.2/browser.html

CMMI Starter Cards, KAMO Consultancy
www.kamoconsultancy.com/products.asp

Crosstalk, STSC
www.stsc.hill.af.mil/crosstalk/subscribe.html
Books: www.awprofessional.com/seiseries
Forums

- Software Engineering Information Repository (SEIR) is used to contribute and exchange information about software engineering improvement activities, including CMMI.

  https://seir.sei.cmu.edu/seir

- The BSCW Shared Workspace is a forum used to contribute and exchange CMMI-related materials:
  - CMMI for Development: https://bscw.sei.cmu.edu/pub/bscw.cgi/0/79783
  - CMMI for Acquisition: https://bscw.sei.cmu.edu/pub/bscw.cgi/0/507426
  - CMMI for Services: https://bscw.sei.cmu.edu/pub/bscw.cgi/0/424939

- CMMI Yahoo! discussion groups

  http://groups.yahoo.com/group/cmmi_process_improvement

- Wikipedia CMMI Page

  http://en.wikipedia.org/wiki/CMMI
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