



CMMI-based Constellations

Matt Fisher

Software Engineering Institute
Carnegie Mellon University

Pittsburgh, PA 15213

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Topics

- **Background**
- **CMMI-DEV V 1.2**
- **CMMI-ACQ V 1.2**
- **CMMI-SVC V 1.2**
- **Summary**



Topics



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- **CMMI-DEV V 1.2**
- **CMMI-ACQ V 1.2**
- **CMMI-SVC V 1.2**
- **Summary**



What Is a CMMI Process Model?

A process model is a structured collection of elements that describes characteristics of effective processes.

Processes included in models are those proven by experience to be effective.

Effective processes are those that have been demonstrated to be effective within their respective environment or discipline (e.g., acquisition)



How Is a CMMI Process Model Used?

A process model is used

- to help set process improvement objectives and priorities, improve processes
- to help ensure stable, capable, and mature processes
- as a **guide** for improvement of project and organizational processes
- with an appraisal methodology to diagnose the state of improvement efforts



CMMI Models for Process Improvement

Use CMMI in process improvement activities as a

- collection of best practices
- framework for organizing and prioritizing activities
- support for the coordination of multi-disciplined activities that might be required to successfully build a product
- means to emphasize the alignment of the process improvement objectives with organizational business objectives



The CMMI Framework

The ***CMMI Framework*** is the structure that organizes the components used in generating models, training materials, and appraisal methods.

The ***CMMI Product Suite*** is a collection of all model components, training material components, and appraisal components generated from the CMMI Framework organized by areas of interest called ***Constellations***.

A ***Constellation*** is the subset of the CMMI Product Suite relevant to improvement in a particular area of interest. Currently, there are three constellations:

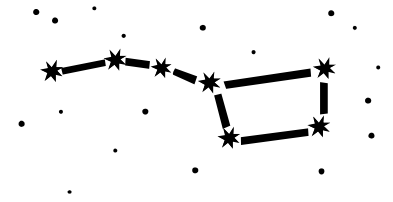
Development

Acquisition

Services



Constellations



Each constellation is comprised of the following elements:

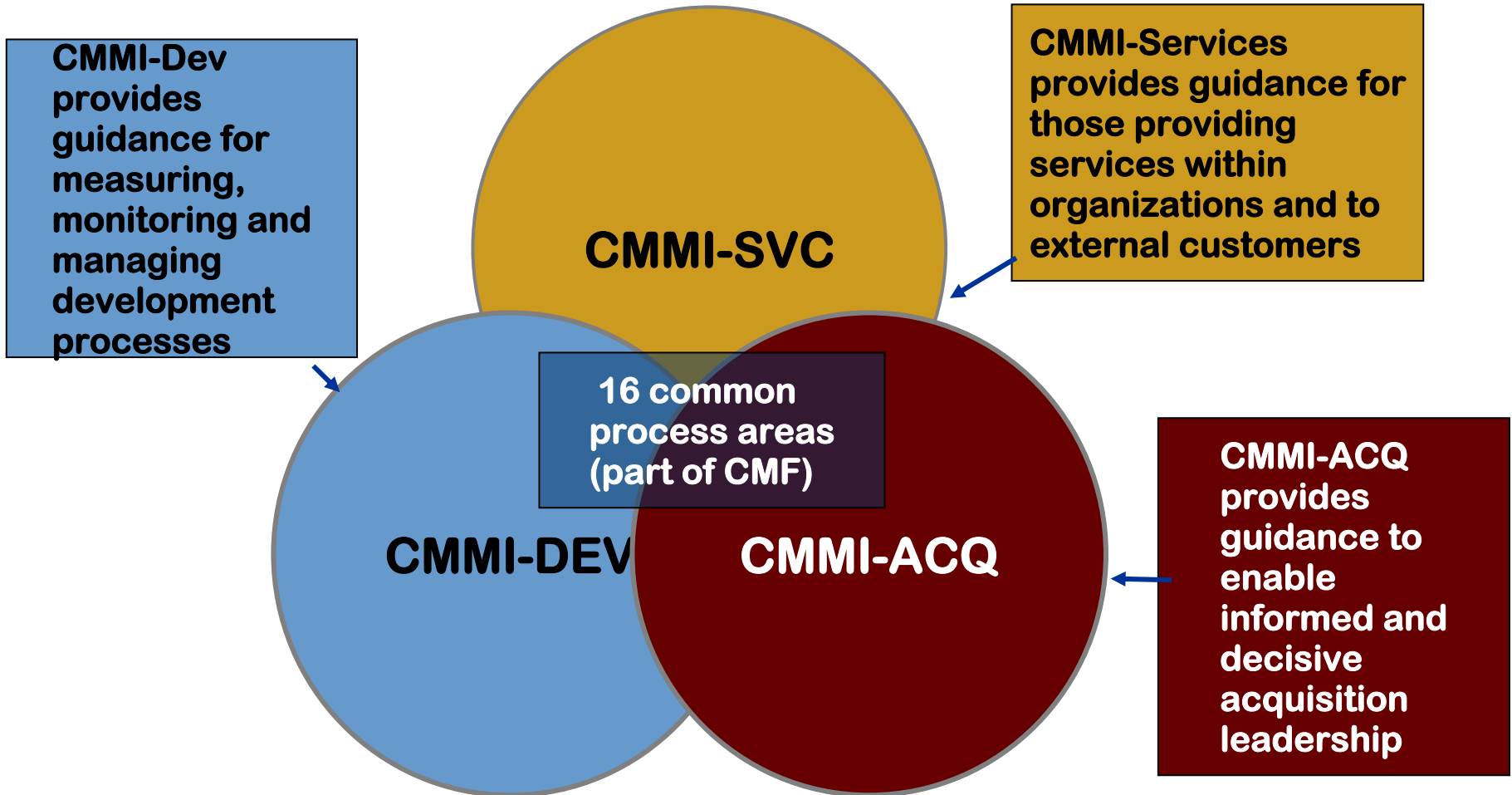
- ✓ the ***CMMI Model Foundation*** (CMF)
- ✓ named groups of process areas used to create CMMI models within that constellation
 - One example is the Engineering group process areas not included in the CMF to create CMMI for Development
 - Another example is the IPPD group of additions consisting of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



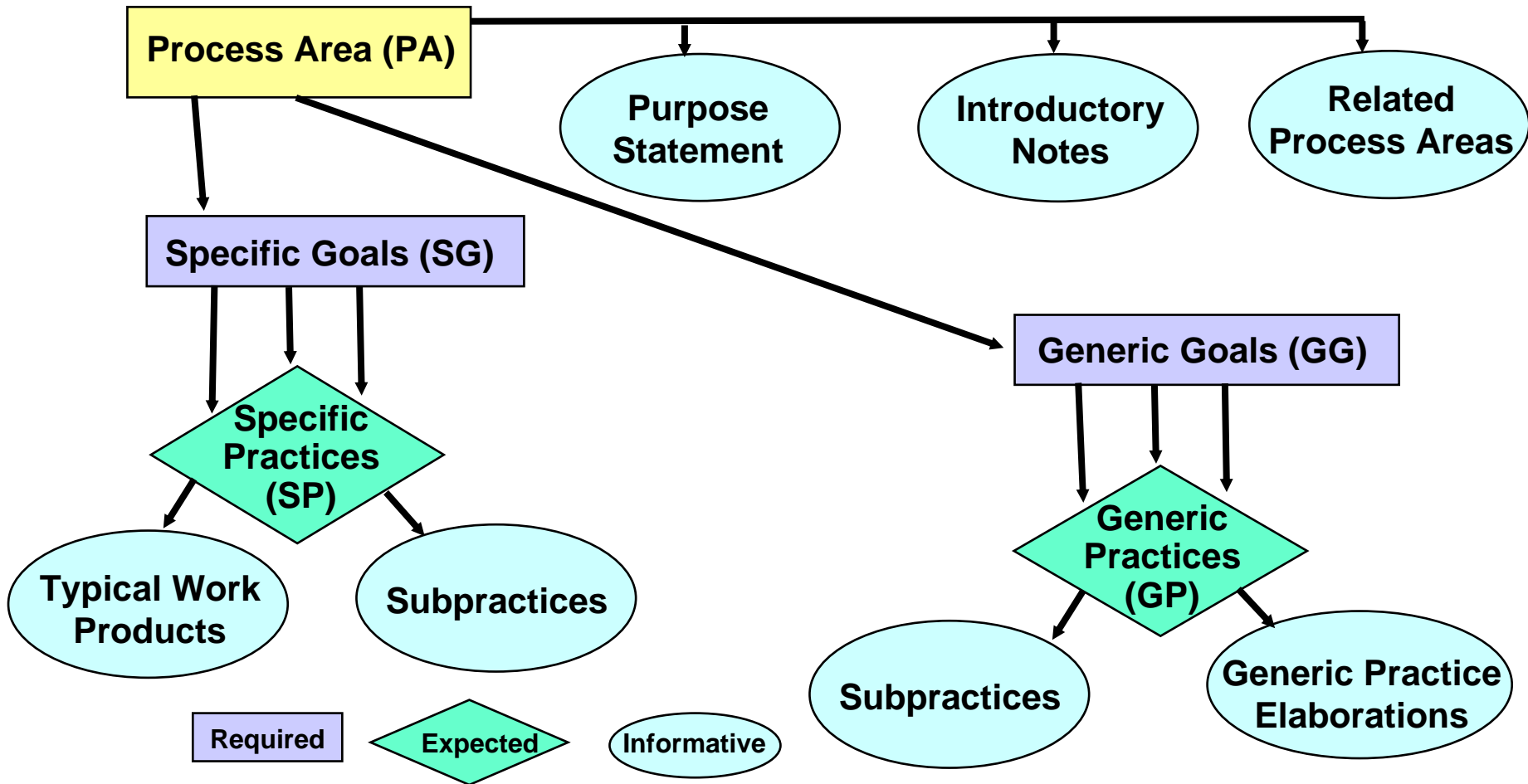
CMF Common PA's (DEV Example)

Category	Process Areas
<p>Process Management</p>	<ul style="list-style-type: none"> *Organizational Process Focus *Organizational Process Definition +IPPD *Organizational Training *Organizational Process Performance *Organizational Innovation and Deployment
<p>Project Management</p>	<ul style="list-style-type: none"> *Project Planning *Project Monitoring and Control Supplier Agreement Management *Integrated Project Management +IPPD *Risk Management *Quantitative Project Management
<p>Engineering</p>	<ul style="list-style-type: none"> *Requirements Management Requirements Development Technical Solution Product Integration Verification Validation
<p>Support</p>	<ul style="list-style-type: none"> *Configuration Management *Process and Product Quality Assurance *Measurement and Analysis *Decision Analysis and Resolution *Causal Analysis and Resolution

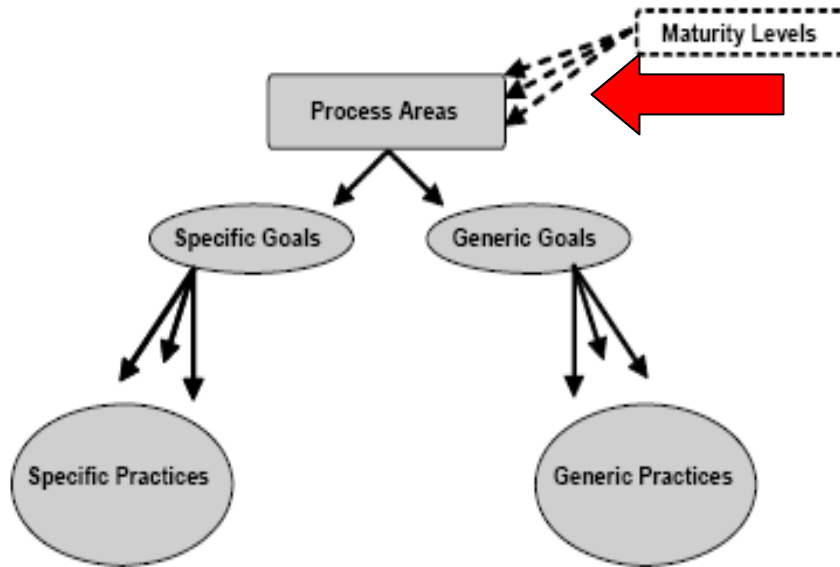
Three Complementary “Constellations”



Process Area Components for all Constellations



LEVELS



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



LEVELS



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



LEVELS



High Maturity (Levels 4-5)

- ✓ The informative material at levels 4-5 takes on a critical role.
 - ❖ 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:
www.sei.cmu.edu/cmml/adooption/cmmilevels45detail.html



LEVELS



Sampling of Implementers' Views of Maturity Levels 4 & 5

- ✓ *High Maturity! How Do We Know?* Mike Konrad, March 2007

www.sei.cmu.edu/cmml/presentations/sepg07.presentations/konrad.pdf

- ✓ *High Maturity Misconceptions: Common Misinterpretations of CMMI Maturity Levels 4 & 5*, Will Hayes, March 2007

www.sei.cmu.edu/appraisal-program/presentations/hi-matmis.pdf

- ✓ *The Value of High Maturity*

www.dtic.mil/ndia/2004cmml/CMMIT5WedAM/1333RickHefner.pdf

- ✓ *Getting Lost on the Way to Level 5*, Kathy King, Center for Systems Management, 2005

www.dtic.mil/ndia/2005cmml/tuesday/king.pdf

- ✓ *CMMI Implementation: Embarking on High Maturity Practices (Book)* Shivraj Kanungo and Asha Goyal. August 2004



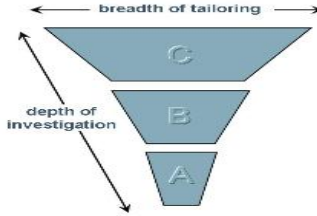
Supporting Informative Component Types for all Constellations

There are many places in CMMI models where further information is provided.

This further information is provided in the form of the following components:

- Amplifications
- Examples
- References
- Notes
- Elaborations





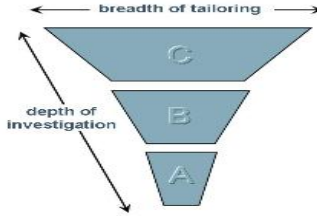
Appraisal Information - 1

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/appraisal-program/appraisal-classes.html





Appraisal Information - 2

Appraisal Publications and Presentations

SCAMPI Method Definition Document (MDD):

www.sei.cmu.edu/publications/documents/06.reports/06hb002.html

SCAMPI B&C Handbook:

www.sei.cmu.edu/publications/documents/05.reports/05hb005.html

For more on appraisals in general:

www.sei.cmu.edu/appraisal-program

Appraisal related presentations:

www.sei.cmu.edu/appraisal-program/presentations/index.html

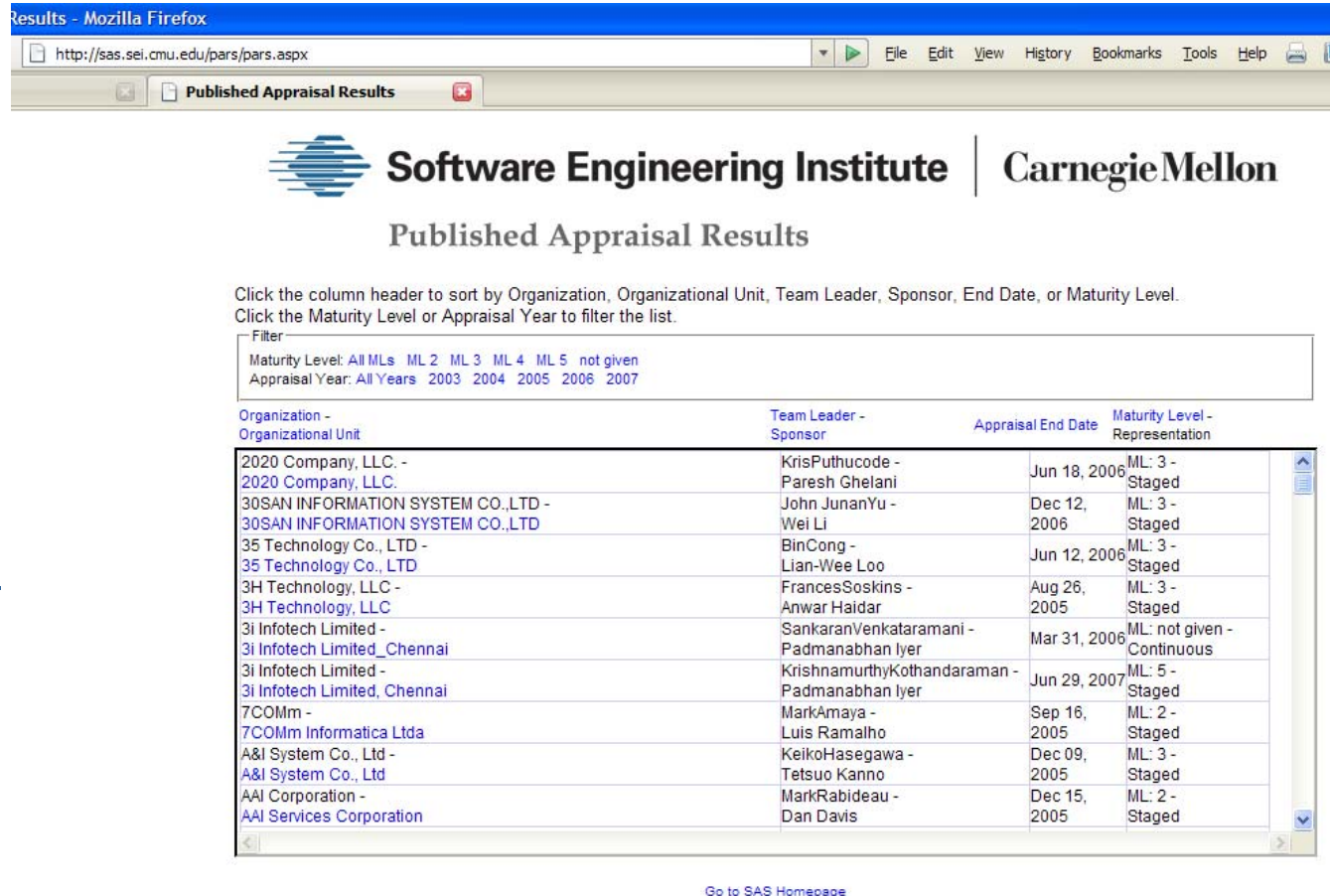


Appraisal Results


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>



Results - Mozilla Firefox
<http://sas.sei.cmu.edu/pars/pars.aspx>
 Published Appraisal Results

 Software Engineering Institute | Carnegie Mellon

Published Appraisal Results

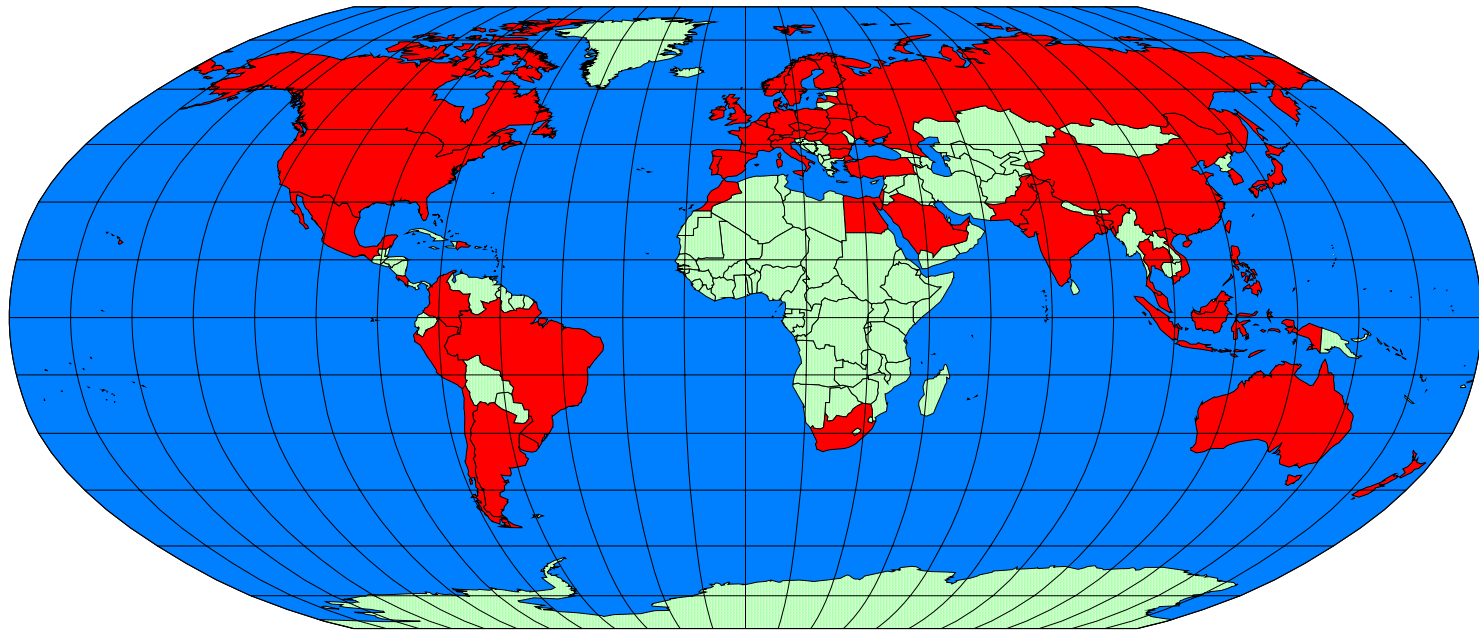
Click the column header to sort by Organization, Organizational Unit, Team Leader, Sponsor, End Date, or Maturity Level. Click the Maturity Level or Appraisal Year to filter the list.

Filter
 Maturity Level: All MLs ML 2 ML 3 ML 4 ML 5 not given
 Appraisal Year: All Years 2003 2004 2005 2006 2007

Organization - Organizational Unit	Team Leader - Sponsor	Appraisal End Date	Maturity Level - Representation
2020 Company, LLC. - 2020 Company, LLC.	KrisPuthucode - Pares Ghelani	Jun 18, 2006	ML: 3 - Staged
30SAN INFORMATION SYSTEM CO.,LTD - 30SAN INFORMATION SYSTEM CO.,LTD	John JunanYu - Wei Li	Dec 12, 2006	ML: 3 - Staged
35 Technology Co., LTD - 35 Technology Co., LTD	BinCong - Lian-Wee Loo	Jun 12, 2006	ML: 3 - Staged
3H Technology, LLC - 3H Technology, LLC	FrancesSoskins - Anwar Haidar	Aug 26, 2005	ML: 3 - Staged
3i Infotech Limited - 3i Infotech Limited_Chennai	SankaranVenkataramani - Padmanabhan Iyer	Mar 31, 2006	ML: not given - Continuous
3i Infotech Limited - 3i Infotech Limited_Chennai	KrishnamurthyKothandaraman - Padmanabhan Iyer	Jun 29, 2007	ML: 5 - Staged
7COMm - 7COMm Informatica Ltda	MarkAmaya - Luis Ramalho	Sep 16, 2005	ML: 2 - Staged
A&I System Co., Ltd - A&I System Co., Ltd	KeikoHasegawa - Tetsuo Kanno	Dec 09, 2005	ML: 3 - Staged
AAI Corporation - AAI Services Corporation	MarkRabideau - Dan Davis	Dec 15, 2005	ML: 2 - Staged

[Go to SAS Homepage](#)

Countries where CMMI-DEV Appraisals have been Performed and Reported to the SEI



Argentina	Australia	Austria	Bahrain	Bangladesh	Belarus	Belgium	Brazil
Bulgaria	Canada	Chile	China	Colombia	Costa Rica	Czech Republic	Denmark
Dominican Republic	Egypt	Finland	France	Germany	Hong Kong	Hungary	India
Indonesia	Ireland	Israel	Italy	Japan	Korea, Republic Of	Latvia	Malaysia
Mauritius	Mexico	Morocco	Netherlands	New Zealand	Norway	Pakistan	Peru
Philippines	Poland	Portugal	Romania	Russia	Saudi Arabia	Singapore	Slovakia
South Africa	Spain	Sweden	Switzerland	Taiwan	Thailand	Turkey	Ukraine
United Arab Emirates	United Kingdom	United States	Uruguay	Viet Nam			

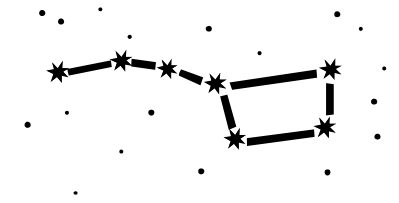
Red country name: New additions with this reporting

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Constellation for Development



CMMI for Development, Version 1.2 (CMMI-DEV)

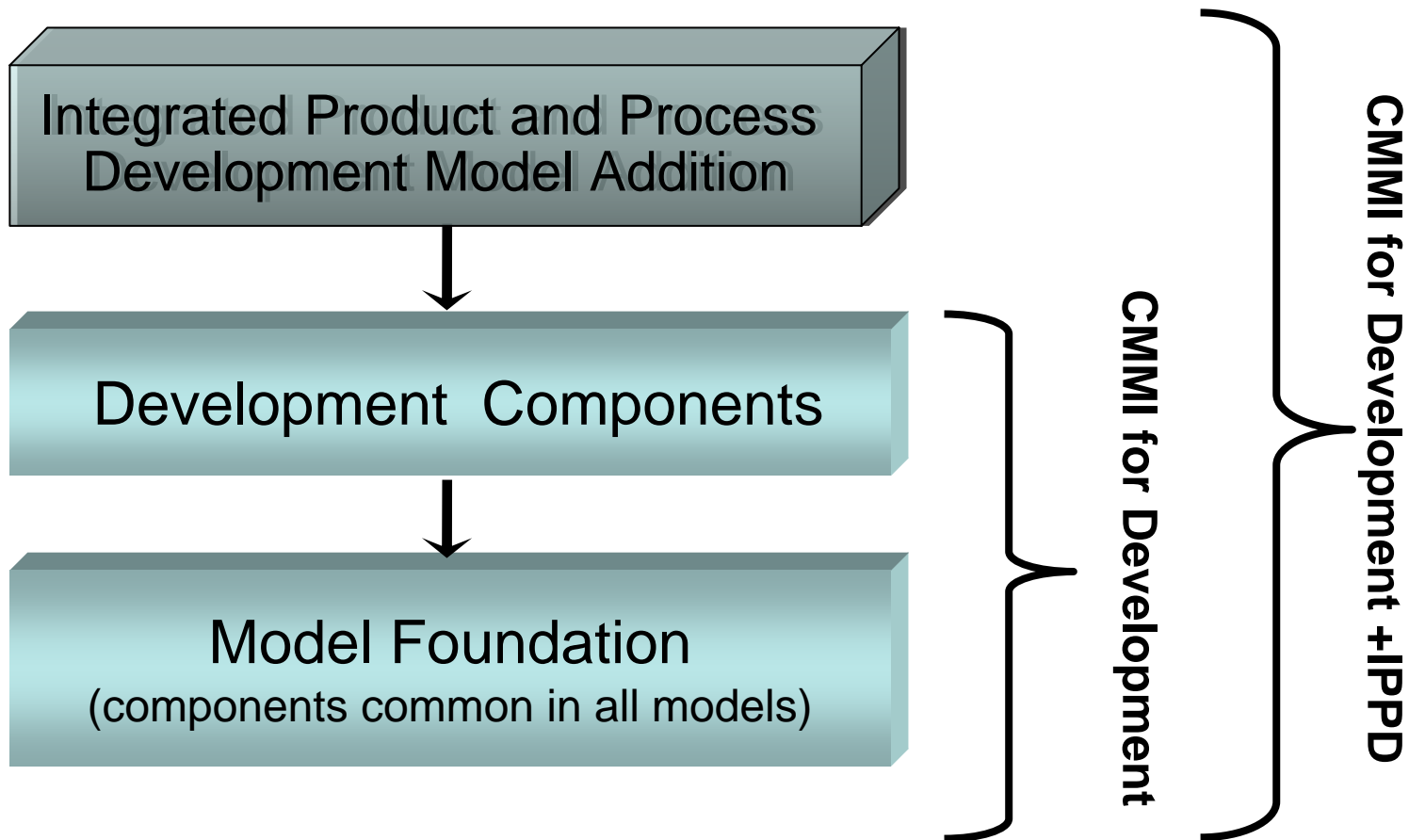
- ✓ **CMMI-DEV addresses the development of product and service systems**
- ✓ Download for free at:
www.sei.cmu.edu/cmami/models
www.sei.cmu.edu/publications/documents/06.reports/06tr008.html

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 and hardware engineering
- ✓ CMMI Executive Overview: www.sei.cmu.edu/cmami/adoption/pdf/shrum-phillips04.pdf



Development Constellation Model(s)



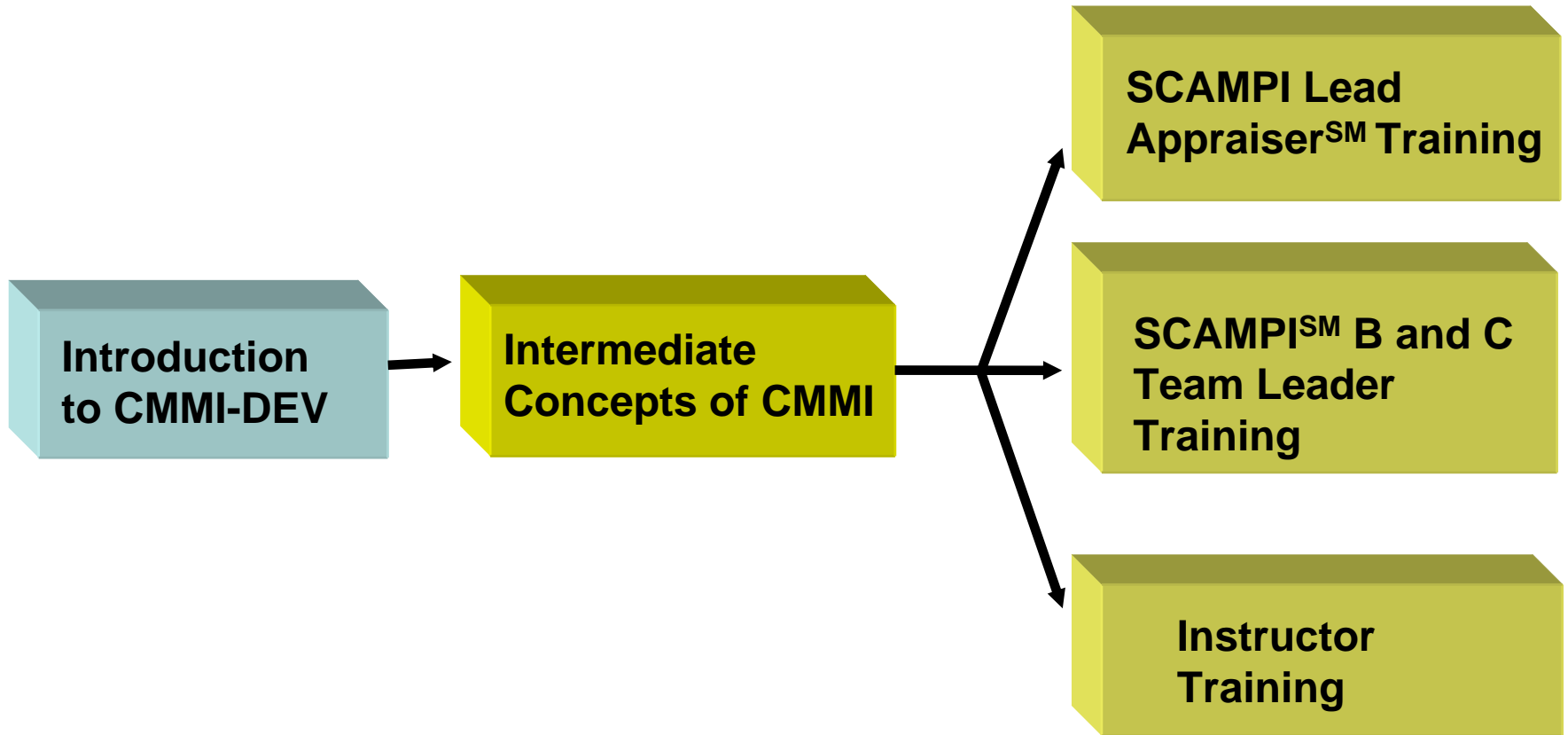
Continuous Rep.: DEV PAs by Category

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

Staged Rep.: DEV PAs by Maturity Level

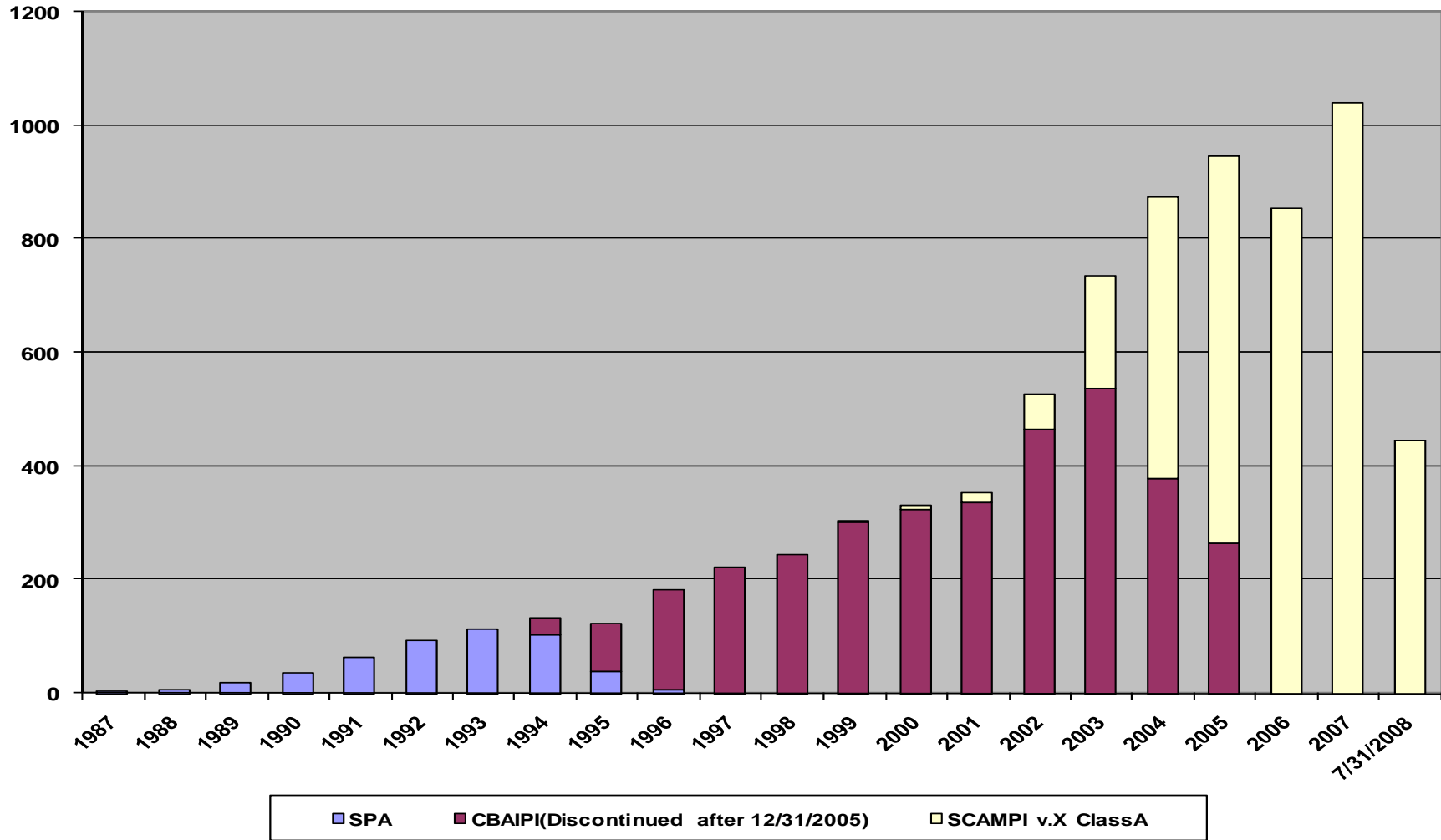
Level	Focus	Process Areas	
5 Optimizing	<i>Continuous Process Improvement</i>	Organizational Innovation and Deployment Causal Analysis and Resolution	<p>Quality Productivity</p> <p>Risk Rework</p>
4 Quantitatively Managed	<i>Quantitative Management</i>	Organizational Process Performance Quantitative Project Management	
3 Defined	<i>Process Standardization</i>	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition +IPPD Organizational Training Integrated Project Management +IPPD Risk Management Decision Analysis and Resolution	
2 Managed	<i>Basic Project Management</i>	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management	
1 Initial			

The SEI Training for CMMI-DEV




Appraisals - DEV

Number of Appraisals Conducted by Year Reported as of 7-31-08

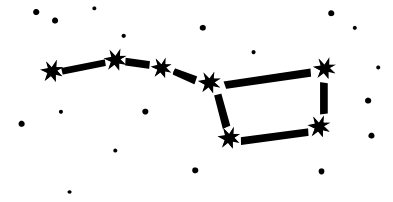


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Constellation for Acquisition

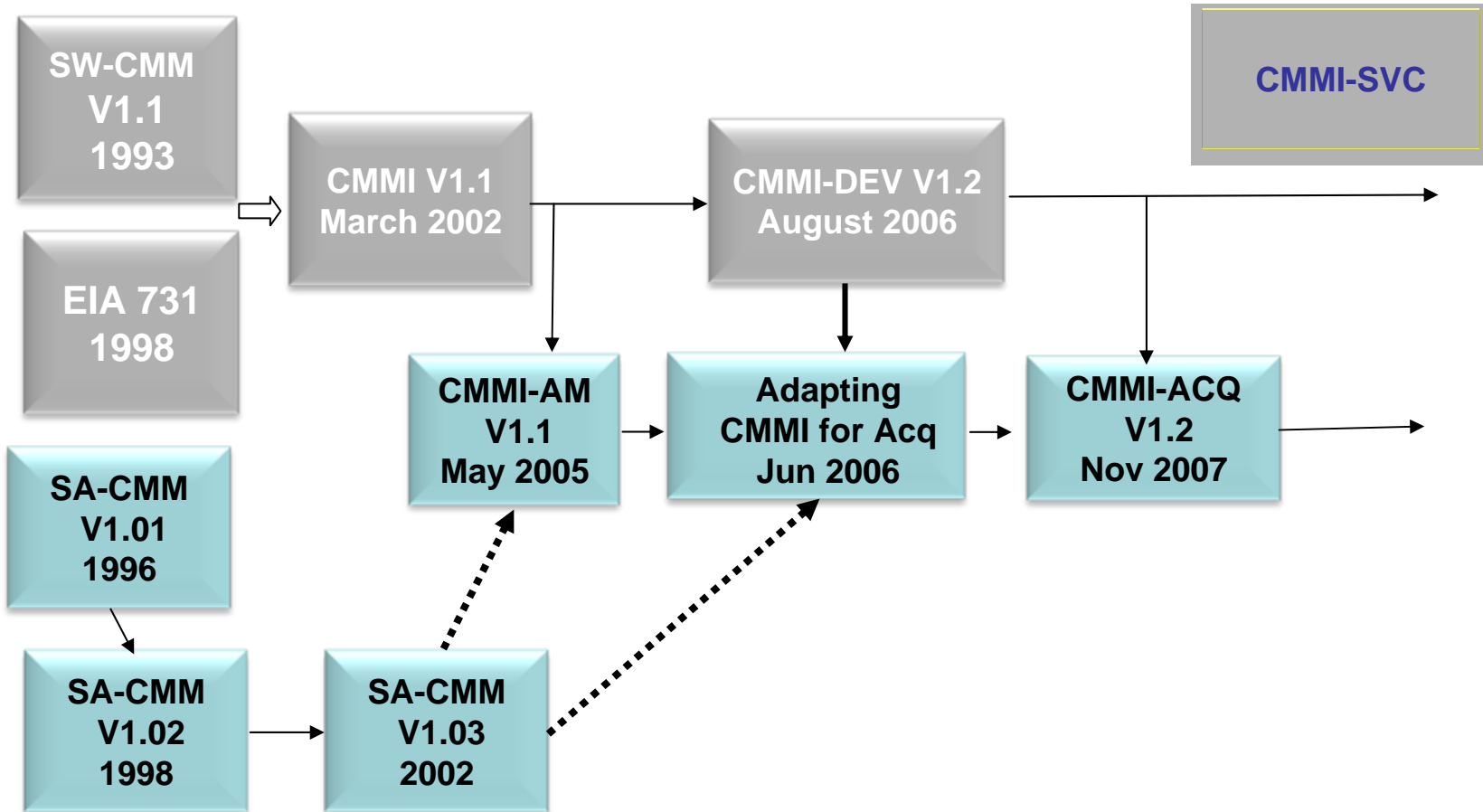


CMMI for Acquisition, Version 1.2 (CMMI-ACQ)

- ✓ Released November 1, 2007
- ✓ Download for free at:
 - www.sei.cmu.edu/cmml/models
 - www.sei.cmu.edu/publications/documents/06.reports/06sr005.html
- ✓ User site: <https://bscw.sei.cmu.edu/pub/bscw.cgi/0/507426>
- ✓ CMMI and Acquisition FAQs: www.sei.cmu.edu/cmml/faq/acq-faq.html
- ✓ **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



Evolution of CMMI Models with Acquisition



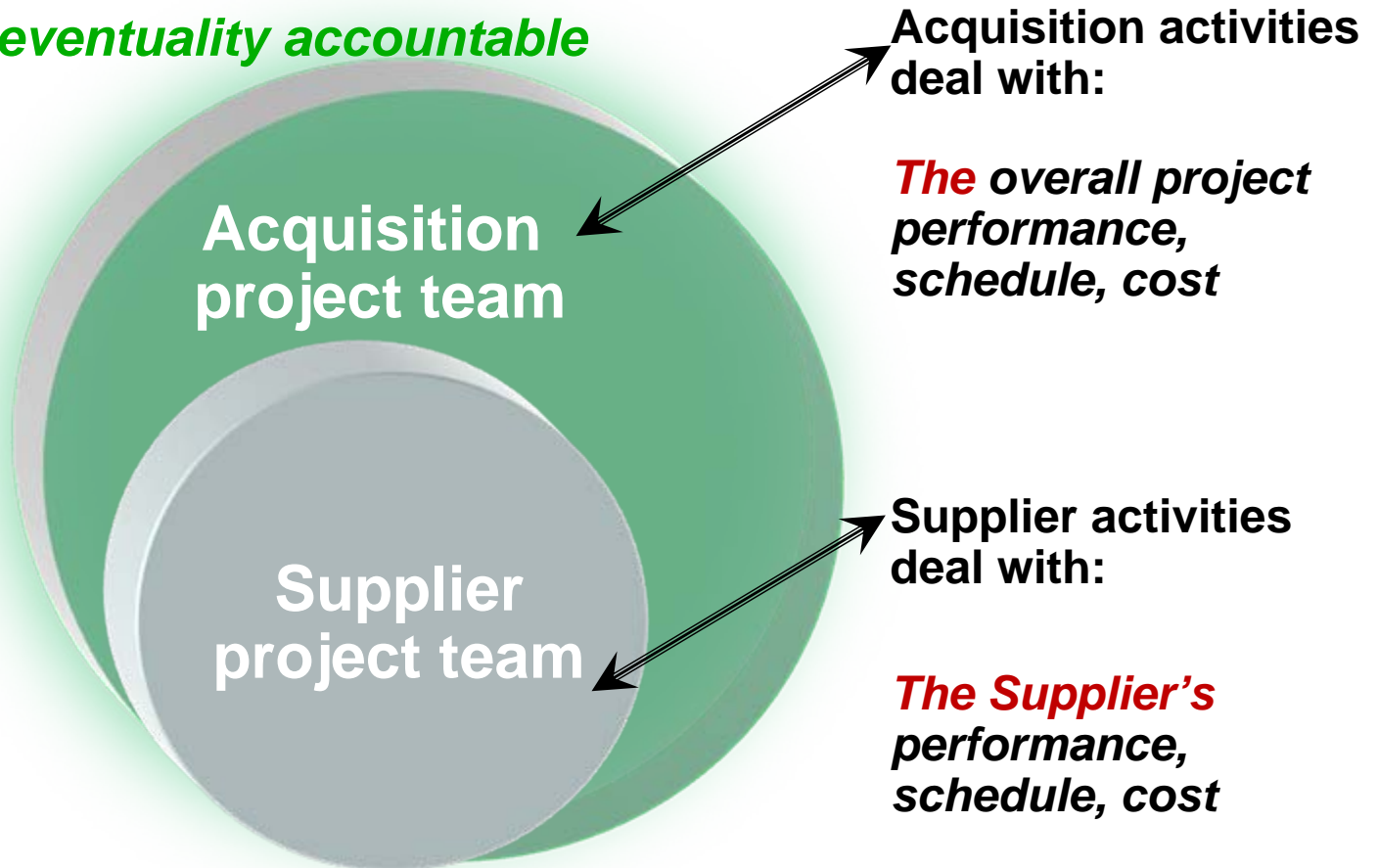
Guidance For Acquisition Improvement Has Evolved For Over a Decade.



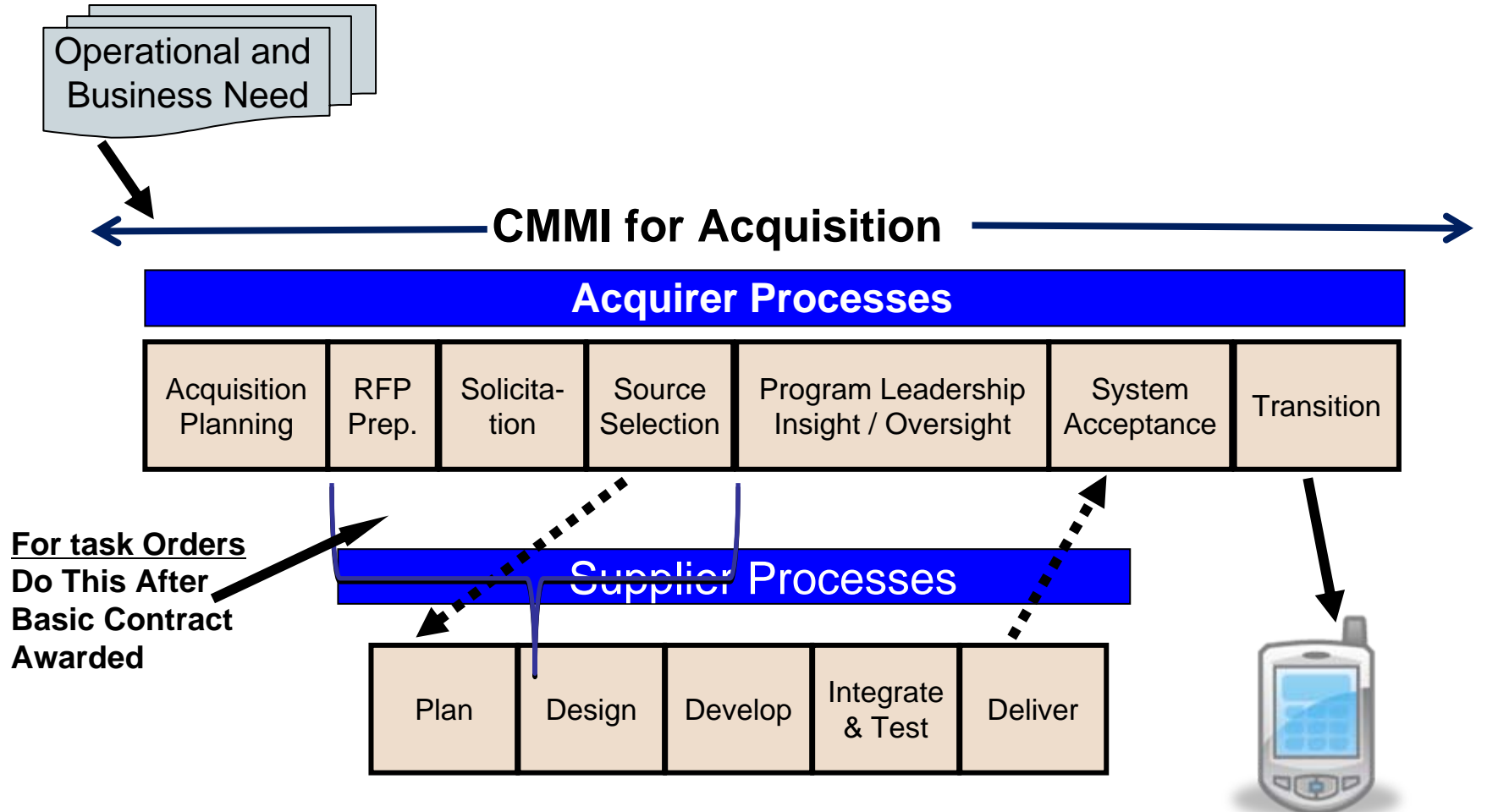
Acquisition Management

WHO IS IN CHARGE?

And who is eventually accountable



CMMI-ACQ Application Lifecycle



Continuous Rep.: ACQ PAs by Category

Category	Process Areas
Process Management	Organizational Process Focus (OPF) <Organizational Process Definition (OPD)> Organizational Training (OT) Organizational Process Performance (OPP) Organizational Innovation and Deployment (OID)
Project Management	<Project Planning (PP)> <Project Monitoring and Control (PMC)> <Integrated Project Management (IPM)> Requirements Management (REQM) Risk Management (RSKM) Quantitative Project Management (QPM)
<Acquisition>	<Acquisition Requirements Development (ARD)> <Acquisition Technical Management (ATM)> <Acquisition Verification (AVER)> <Acquisition Validation (AVAL)> <Agreement Management (AM)> <Solicitation and Supplier Agreement Development (SSAD)>
Support	Configuration Management (CM) Process and Product Quality Assurance (PPQA) Measurement and Analysis (MA) Decision Analysis and Resolution (DAR) Causal Analysis and Resolution (CAR)

This chart shows all process areas (PAs) in the CMMI-ACQ model. All PAs in the Acquisition process area category are unique to CMMI-ACQ. The other PAs (in red and surrounded by <>) contain additional specific practices that are only in the CMMI-ACQ model.

Requirements Management is in the Project Management process area category in CMMI-ACQ.

Staged Rep.: ACQ PAs by Maturity Level

Maturity Level	Process Areas
Optimizing	Causal Analysis and Resolution (CAR) Organizational Innovation and Deployment (OID)
Quantitatively Managed	Quantitative Project Management (QPM) Organizational Process Performance (OPP)
Defined	Organizational Process Focus (OPF) <Organizational Process Definition (OPD)> Organizational Training (OT) <Integrated Project Management (IPM)> Risk Management (RSKM) <Acquisition Technical Management (ATM)> <Acquisition Verification (AVER)> <Acquisition Validation (AVAL)> Decision Analysis and Resolution (DAR)
Managed	<Acquisition Requirements Development (ARD)> <Agreement Management (AM)> <Project Planning (PP)> <Project Monitoring and Control (PMC)> Requirements Management (REQM) Configuration Management (CM) Process and Product Quality Assurance (PPQA) Measurement and Analysis (MA) <Solicitation and Supplier Agreement Development (SSAD)>

This chart shows the PAs in the CMMI-ACQ model by maturity level. The ARD, AM, and SSAD PAs reside at maturity level 2, and ATM, AVER, and AVAL reside at maturity level 3. Unlike in CMMI-DEV, ARD resides at maturity level 2 rather than at maturity level 3.

Comparisons of CMMI-ACQ and CMMI-DEV - 1

CMMI-ACQ, V1.2	CMMI-DEV, V1.2
For the acquirer (i.e., those who acquire, procure, or otherwise select and purchase products and services for business purposes, or those who outsource development and support)	For the product and service developer (i.e., those who develop or maintain products and services for business purposes)
Focus on the acquisition of products and services	Focus on the development and maintenance of products and services
Generic practices are covered only in the <i>Generic Goals and Generic Practices</i> section	Generic practices are covered both in the <i>Generic Goals and Generic Practices</i> section and at the end of each process area
Explicit coverage of services	Implicit coverage of services through the definition of the term “product,” which covers both products and services

Comparisons of CMMI-ACQ and CMMI-DEV - 2

CMMI-ACQ, V1.2	CMMI-DEV, V1.2
Contains an Acquisition process area category, but no Engineering category	Contains an Engineering process area category, but no Acquisition category
Stages Acquisition Requirements Development at maturity level 2	Stages Requirements Development at maturity level 3
Categorizes Requirements Management as a Project Management process area	Categorizes Requirements Management as an Engineering process area
Contains typical work products and typical supplier deliverables	Contains typical work products

<http://www.sei.cmu.edu/cmmi/models/ACQ-v12-comparetoDEV.html>

Differences Between CMMI-ACQ and CMMI-DEV

The most obvious model components not in the CMMI-ACQ model are generic practice elaborations.

CMMI-ACQ has a new component called typical supplier deliverables.

The key concepts added to the core process areas include the following:

- acquisition strategy
- transition to operations and support
- integrated teams

There is informative material unique to the CMMI-ACQ model in every process area.



Purpose for “Some” Acquisition Process Areas

AGREEMENT MANAGEMENT

The purpose of Agreement Management (AM) is to ensure that the supplier and the acquirer perform according to the terms of the sup

ACQUISITION REQUIREMENTS DEVELOPMENT

The purpose of Acquisition Requirements Development (ARD) is to develop and analyze customer and contractual requirements.

ACQUISITION TECHNICAL MANAGEMENT

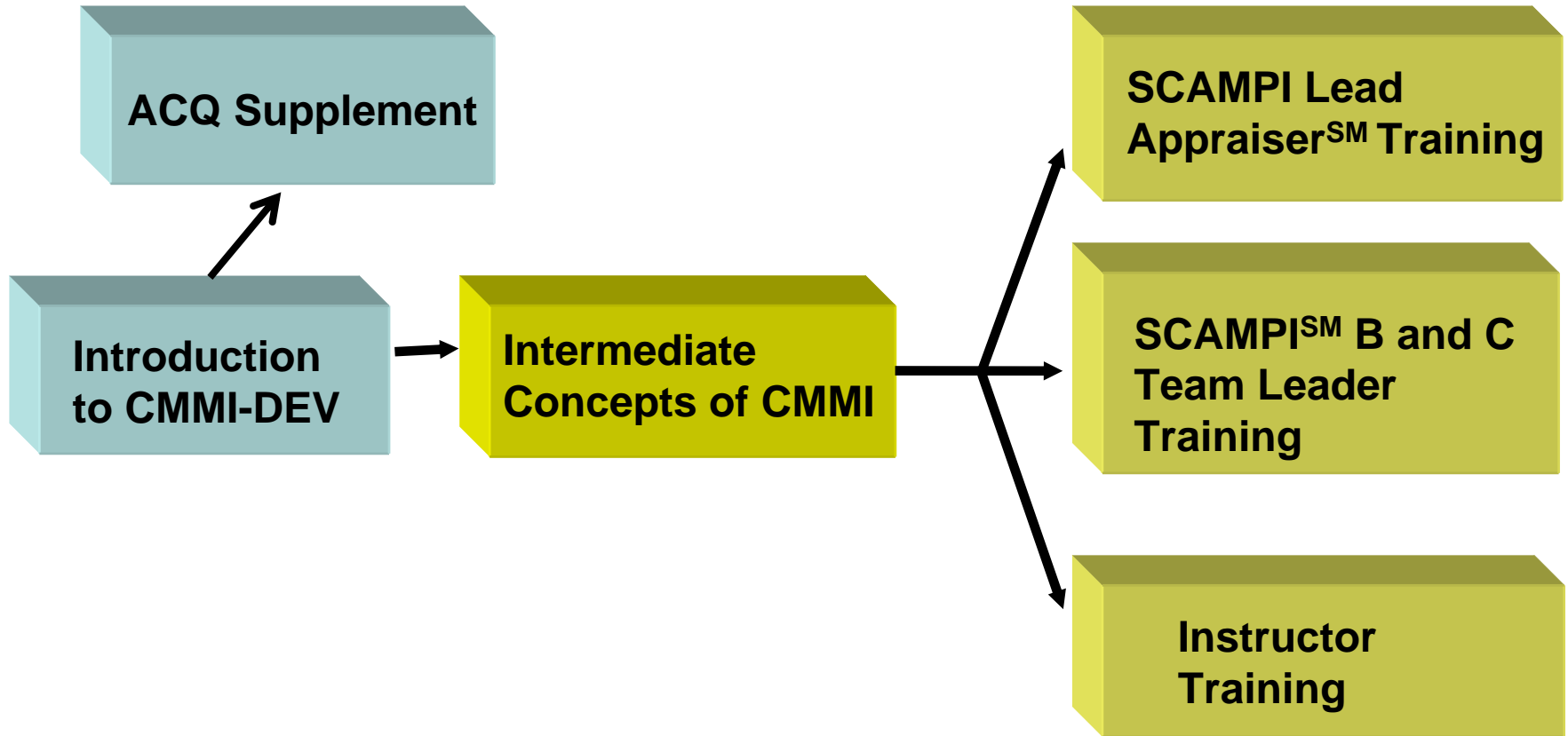
The purpose of Acquisition Technical Management (ATM) is to evaluate the supplier’s technical solution and to manage selected interfaces of that solution.

ACQUISITION VALIDATION

The purpose of Acquisition Validation (AVAL) is to demonstrate that an acquired product or service fulfills its intended use when placed in its intended environment.



The SEI Training for CMMI-ACQ



Appraisals -ACQ

Appraisal input accepted by the SEI six months
after release of the ACQ model in Nov. 2007
(April 2008)



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- **CMMI-ACQ V 1.2**
- **CMMI-SVC V 1.2**
- **Summary**



CMMI-SVC Purpose, Stakeholders, & History

Purpose

To extend the CMMI framework to cover the establishment and delivery of services

Key Stakeholders

CMMI Steering Group (SG), DoD, NDIA, Systems Engineering Division, industry, SEI, SEI partners

Project History

- In 2004, SG accepted a Northrop Grumman proposal to sponsor a Services CMMI; team began work in August 2005.
 - In September 2006, the team produced a full review draft. SG asked the team to suspend work while the CMMI-ACQ was developing.
 - In January 2007, the SG allowed the team to seek expert review of the draft.
 - In April 2007, the SG asked the team to stop work on the resulting CRs.
 - In February 2008, the team was given authority to proceed again.
-



Why is the CMMI-SVC needed?

Service providers deserve a consistent benchmark as a basis for process improvement that is appropriate to the work they do and is based on a proven approach.

A variety of potential stakeholders approached the SEI asking for help with services. Demand for process improvement in services is likely to grow: services constitute more than 80% of the US and global economy.

Services constitute more than 54% of what the DoD acquires. In FY2006, DoD spent \$146 billion on services. GAO reports a 72% increase in DoD service contracts between 1996 and 2005.*

Many organizations are cobbling together their own ITIL + CMMI solutions, reinventing the wheel over and over, and that wheel is not designed for services other than IT.

Customers are requesting that their service providers demonstrate a CMMI rating or capability profile, but attempts to use CMMI-DEV in a service setting can distort the integrity of appraisal results.

* FY 2006 data is from "DoD throws light on how it buys services [GCN 2006]." GAO data is from GAO report GAO-07-20.

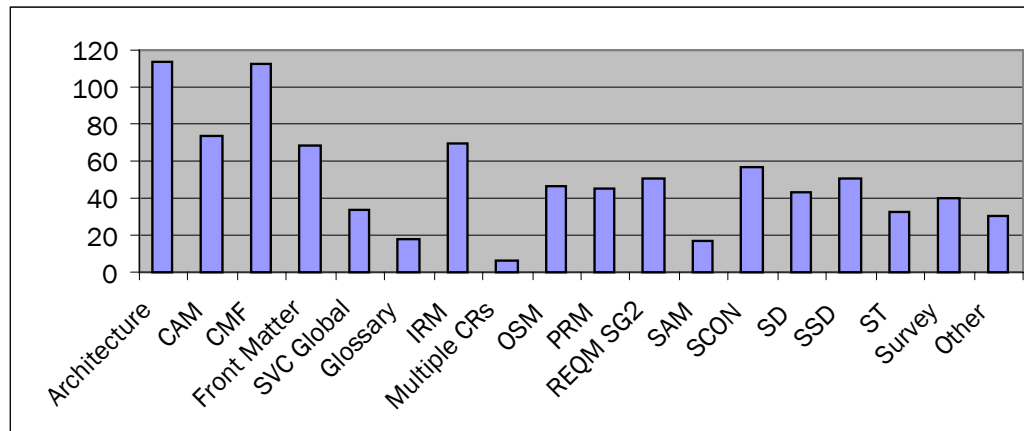


Current Status

CMMI-SVC team is currently working on the following builds:

- Architectural and editorial change requests
- CMMI Model Foundation change requests (via CMMI Architecture team)
- SVC-unique PA change requests

Release of CMMI-SVC v1.2 is scheduled for March 2009



CMMI-SVC v0.5 change requests



Continuous Rep.: SVC PAs by Category

Category	Process Areas	
Process Management	Organizational Innovation and Deployment (OID) Organizational Process Definition (OPD) Organizational Process Focus (OPF) Organizational Process Performance (OPP) Organizational Training (OT)	
Project Management	Integrated Project Management (IPM) Project Monitoring and Control (PMC) Project Planning (PP) Requirements Management (REQM) Quantitative Project Management (QPM)	Supplier Agreement Management (SAM) Risk Management (RSKM) <Capacity and Availability Management (CAM)> <Service Continuity (SCON)>
<Service Establishment and Delivery>	<Incident Resolution and Prevention (IRP)> <Service Delivery (SD)> < (+)Strategic Service Management (SSM) >	<(+) Service System Development (SSD)> <Service System Transition (SST) >
Support	Causal Analysis and Resolution (CAR) Configuration Management (CM) Decision Analysis and Resolution (DAR) Measurement and Analysis (MA) Process and Product Quality Assurance (PPQA)	

Staged Rep.: SVC PAs by Maturity Level

Level	Focus	Process Areas
5 Optimizing	<i>Continuous Process Improvement</i>	Organizational Innovation and Deployment Causal Analysis and Resolution
4 Quantitatively Managed	<i>Quantitative Management</i>	Organizational Process Performance Quantitative Project Management
3 Defined	<i>Process Standardization</i>	Organizational Process Focus Organizational Process Definition Organizational Training Integrated Project Management Risk Management Decision Analysis and Resolution <Service Continuity (SCON)> <Capacity and Availability Management (CAM)> <Service System Transition (SST)> <Incident Resolution and Prevention (IRP)> < (+)Strategic Service Management (SSM) > < (+) Service System Development (SSD)>
2 Managed	<i>Basic Project Management</i>	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management <Service Delivery (SD)>
1 Initial		

CMMI-SVC Service-Specific PAs

- Capacity and Availability Management (CAM)
 - To plan and monitor the effective provision of resources to support service requirements
- Incident Resolution and Prevention (IRP)
 - To ensure timely and effective resolution of service incidents and prevention of service incidents as appropriate
- Service Continuity (SCON)
 - To establish and maintain contingency plans for continuity of agreed services during and following any significant disruption of normal operations
- Service Delivery (SD)
 - To deliver services in accordance with service agreements



CMMI-SVC Service-Specific PAs

Service System Development (SSD)

To analyze, design, develop, integrate, verify, and validate service systems, including service system components (which include people and consumables), to satisfy existing or anticipated service agreements

Service System Transition (SST)

To deploy new or significantly changed service systems while managing their effect on ongoing service delivery

Strategic Service Management (SSM)

To establish and maintain standard services in concert with strategic plans and needs



What changes are stable in the next drafts?

We're trying out the CMMI-ACQ approach to generic goals and practices. They appear all in one section, not in each PA. However, we include elaborations.

We have applied the CMMI-ACQ approach to IPPD: an SP in IPM and in OPD.

SAM, which is shared rather than CMF, is revised to be more service friendly and is included.



The SEI Training for CMMI-SVC

Working



Learning more and contributing

Opportunities for stakeholders:

- First offering of the one-day training October 30 in Vancouver Washington after the Lead Appraiser workshop (price is TBD).
- Possible one-day training at the November NDIA CMMI Technology Conference (CTC) in Denver.
- Possible alpha or beta testing of CMMI certification exam at CTC.
- Currently accepting alpha and beta testing candidates; send mail to cmmi-comments@sei.cmu.edu.
- Planning to put a version of a SVC overview online with a voice track.
- Possible public workshop and partner-only training in Europe in November.



Appraisals-SVC

We are encouraging pilots. CMMI partners have access to pre-release drafts and training to aid in piloting. We have an experience report template to assist you in giving us input.

Early users who are not partners have reported that they are already doing “SCAMPI Cs and Bs.” We’d like your help in managing expectations and using correct labels.

You can do class B and C appraisals consistent with the SCAMPI MDD. But the results will not yet be recorded in our SAS system.

If a partner performs an appraisal as part of a pilot, we are evaluating whether we can “count” participation for those who are working toward LA or Team Leader.

The Steering Group has decided we will not accept SCAMPI A results for six months after release of the model.

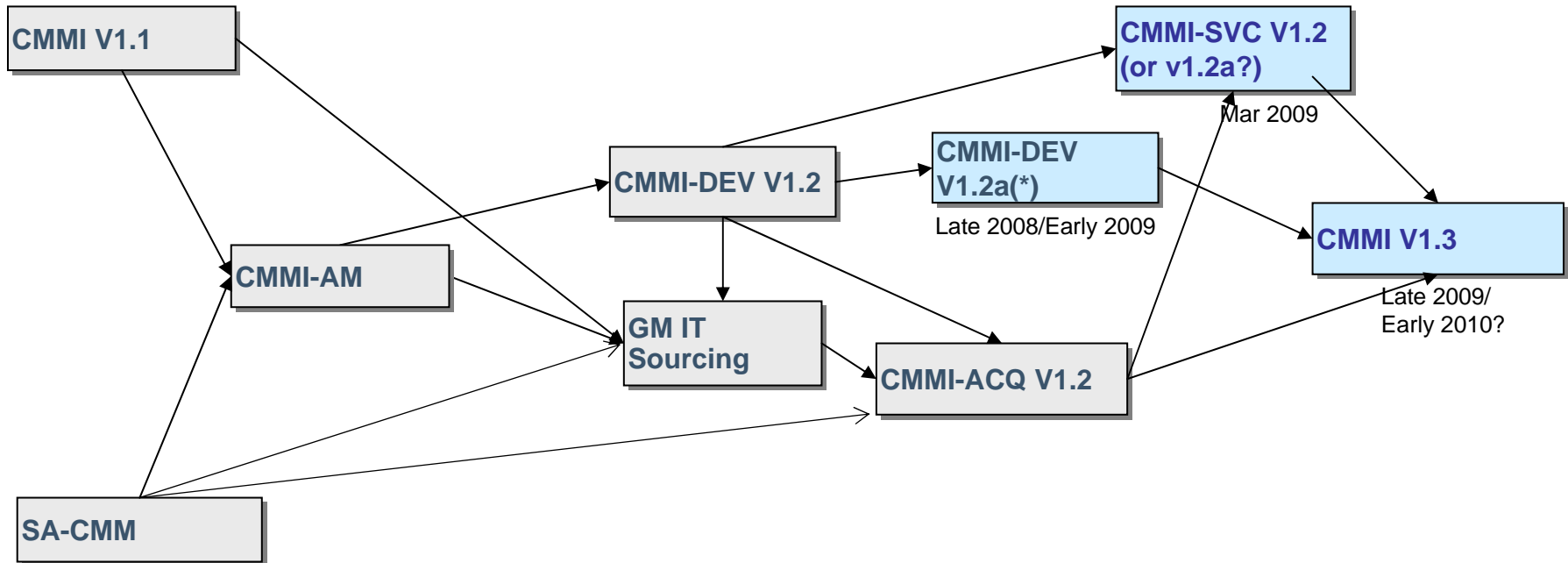


Topics

- **Background**
- **CMMI-DEV V 1.2**
- **CMMI-ACQ V 1.2**
- **CMMI-SVC V 1.2**
- **Summary**



Planned Sequence of Models



*to cover clarifications to high maturity practices



An Evolving Definition of CMF

- Maintain flexibility on definition of PA categories
 - Move REQM to Project Management
 - New PAs may be placed in existing PA categories
 - Give freedom to placement of GG & GP summaries and elaborations
 - Allow GG and GP summaries to appear all in one section; not in each PA.
 - GP elaborations could appear in the one section.
 - Incorporate “leaned down” version of IPPD material
 - A focus on *integrated teaming*, rather than on IPPD
 - OPD SP 1.7 Establish Rules and Guidelines for Integrated Teams
 - IPM SP 1.6 Establish Integrated Teams
 - Re-introduce concept of “shared” material
 - Allow improved examples, explanations, and editorial refinements introduced by one constellation to be reused by others (e.g., ACQ’s improvements to SAM; SVC’s improvements to SSD practices)
-



Adapting CMF-Related PAs to SVC

Many non-CMF changes have been proposed to the CMF-related PAs

- Clarifications, examples, references
- Implementing these is low risk

Adjudication of CMF-proposed changes may be rolled forward to v1.3

- Continue to pursue conservative approach to adapting CMF-related PAs
- While allowing CMF to evolve in directions that allow for greater harmonization and clarity (e.g., allow consideration of SVC-inspired improvements to CMF-related PAs that could benefit DEV, ACQ)
- Consistent with approach taken to developing ACQ
- From a multiple-model appraisal perspective, most problematic proposed changes are the two IPPD practices and new PP project strategy practice.
 - Note that these changes have already been made to ACQ - it is DEV that is “behind”
 - In any case, not an issue when using only a single model

Likewise, “HM update” (DEV v1.2a) may be pursued asynchronously.



What other changes might be coming?

The CMMI architecture team is applying changes to the CMF, based on CMMI-ACQ and CMMI-SVC needs.

For example, the CMF team has proposed a new specific practice for PP: Establish Project Strategy. This proposal is based on needs identified by both CMMI-ACQ and CMMI-SVC, and may not be implemented until version V1.3.

CMF changes go through the CCB. These changes may not be reflected in a working draft until CCB approves.



Questions ?????

Shane McGraw
Customer Relations Rep III
SEI SPIN Coordinator
spm@sei.cmu.edu
412-268-2358

Deen Blash
Customer Relations Rep III
SEI Membership Coordinator
dsb@sei.cmu.edu
412-268-8208

Mike Phillips
CMMI Program Manager
dmp@sei.cmu.edu
412-268-5884

Eileen Forrester
Project Manager – SVC
ecf@sei.cmu.edu
412-268-6377

