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High performance. Delivered.

Rapid Appraisal (RA)

Enabling Cost Effective Appraisals for Your
Firm and Your Clients
September 16, 2009

An increasing number of organizations consider CMMI models for process improvement.



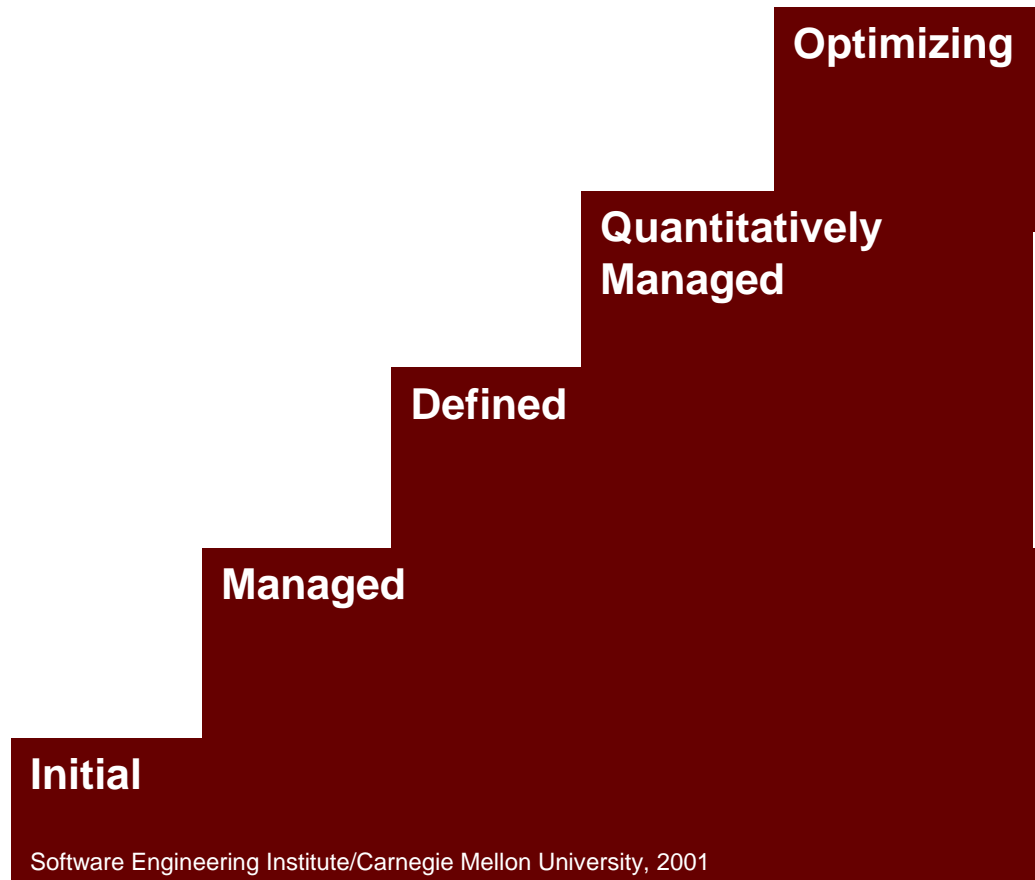
- Capability Maturity Model Integration (CMMI®) framework.
 - One of the most proven and respected process improvement approaches
 - A guide for organizational self-improvement
 - Contains the key elements for effective processes and best practices addressing productivity, performance, costs and stakeholder satisfaction
 - Provides integrated view of process improvement across multiple disciplines (e.g. software engineering and system engineering)
- Organizations pursue CMMI to implement effective, repeatable and lasting process improvement to increase IT value through better project performance and higher quality products.

CMMI Maturity Levels



In CMMI Models, there are five maturity levels, each a layer in the foundation for on-going process improvement:

- 5 Emphasis on continuous improvement
- 4 Process measured and statistically controlled
- 3 Process characterized for the organization
- 2 Process characterized for projects and is often reactive
- 1 Process unpredictable, poorly controlled and reactive



Software Engineering Institute/Carnegie Mellon University, 2001

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The Charge from most companies!



ML3 by 2003!



ML4 or out the door!

The Problem



An example from surveyed global firms:

- Interim Appraisals (SCAMPI B or equivalent) averaged \$300K per event.
- SCAMPI A (for maturity level) averaged \$600K per event.

In 2006-2008 one firm indicated that they conducted over 60 SCAMPI A events!

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First Step - Create an Appraisal and CMMI Program Team Charter



- The team is tasked with the following:
 - Create and maintain an appraisal strategy that is **cost effective**, provides adequate coverage, and **minimises impact** to engagement teams
 - Accountable for **CMMI maturity level sustainment** across the firm
 - Identify **improvement opportunities and best practices** that impact delivery methods, processes, and tools
 - Ensure the internal and external improvement programs can apply **skilled appraisal resources** when and where needed

Second Step – Staff the Team



Form the team from CMMI and Quality experts that fully represents both the work you do and all geographies.

- Global Lead – John Voss
- Business A Geographic Leads
 - Europe – Claudio
 - Americas / UKI – Marc
 - APAC – Kathleen
- Business B Geographic Leads
 - Europe – Sylvain
 - Americas / UKI – John
 - APAC – Takami
- Team Members in
 - India
 - Argentina
 - Europe



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What is the Rapid Appraisal?



- Helps organizations architect, manage, deliver and enable accelerated process improvement maturity for IT solution delivery and maintenance.
- Accelerates appraisals so that they are up to 80 percent faster than the industry average.*
- Enables organizations to realize more business value sooner from appraisal events.
- Provides prioritized appraisal results to industrialize and innovate into a high performing business.
- Based on proven practices from successful CMM(I)-based appraisals since 1990.
- Confirmed by the Software Engineering Institute (SEI) to be a “dead on” appraisal technology that can be used to expedite process improvement.

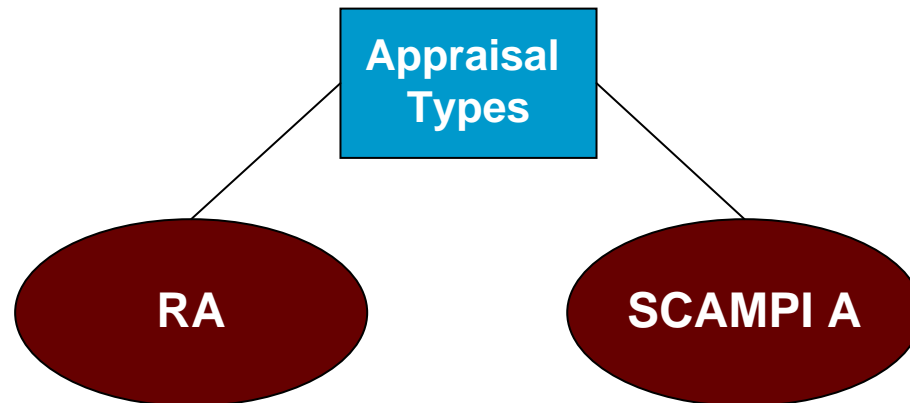
* The industry standard time to perform a Maturity Level 3 SCAMPI B is 15 days (includes planning and data gathering, conduct and reporting). By leveraging RA method and tools, organizations can save approximately 80 percent of their appraisal efforts.

Appraisal Approach



There are two main types of appraisals that you can conduct in order to ensure sustainment of a CMMI maturity level.

1. RAs (Rapid Appraisals) – This is an Accenture custom developed appraisal method, which is a reduced scope / effort alternative to the SCAMPI appraisal method. It is used to informally gauge organizational maturity and readiness to pass a formal SCAMPI appraisal. It is intended that these appraisals will primarily be conducted virtually.
2. SCAMPI Appraisals – SCAMPI B and C to understand the current process performance of an organization and a SCAMPI A to assign a maturity level.

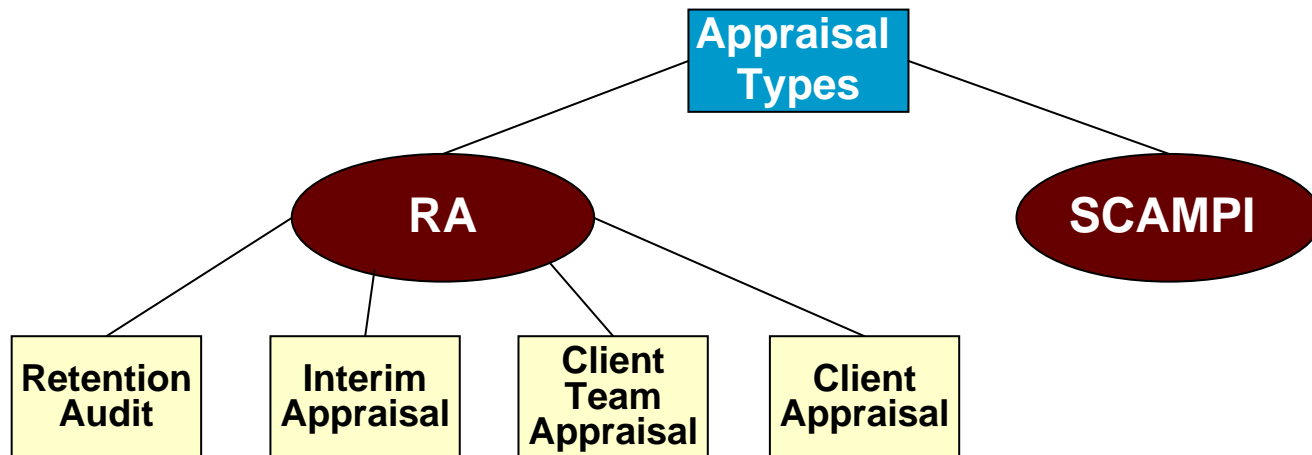


Appraisal Approach (cont.)

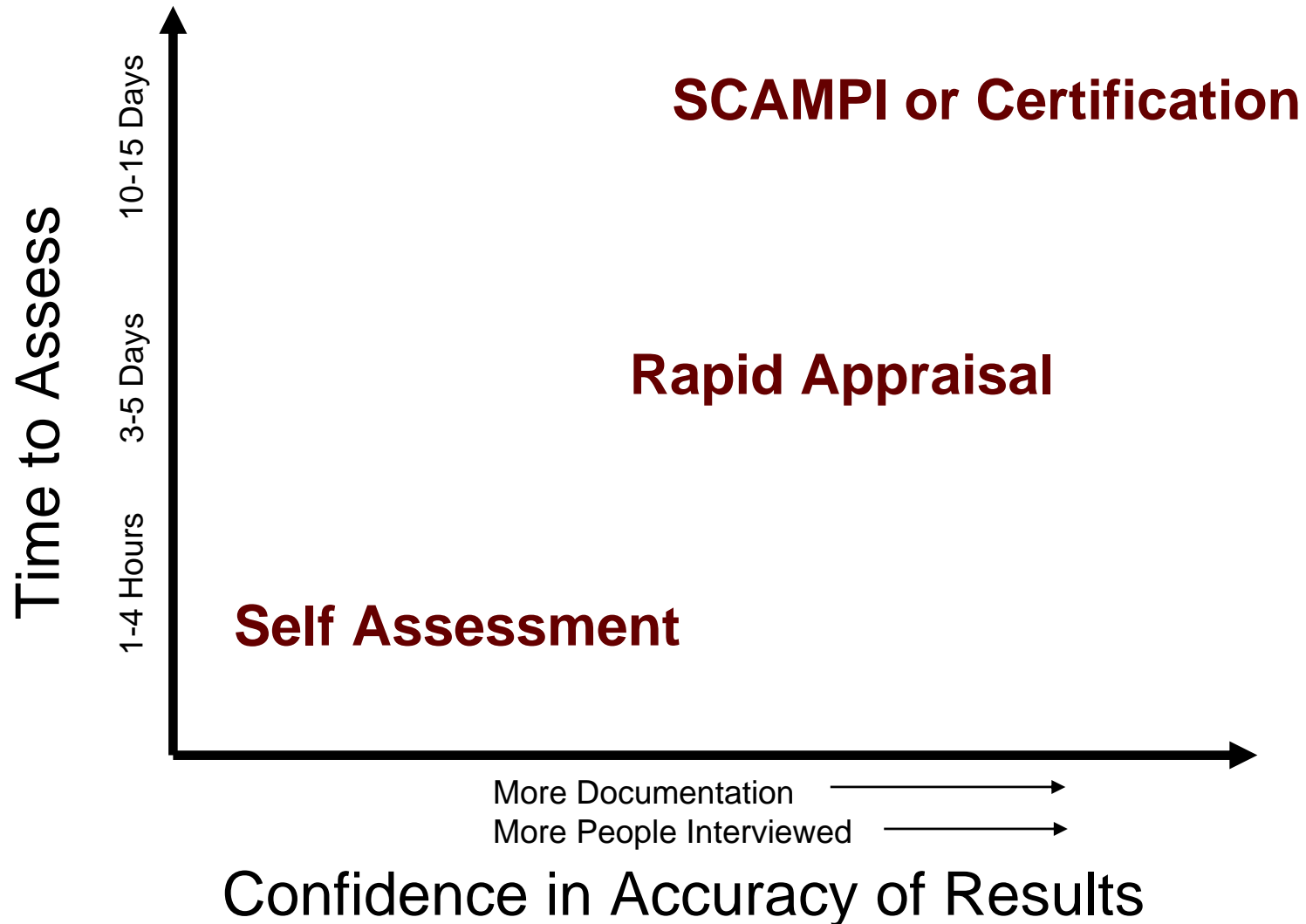


There are four types of RAs that we conduct

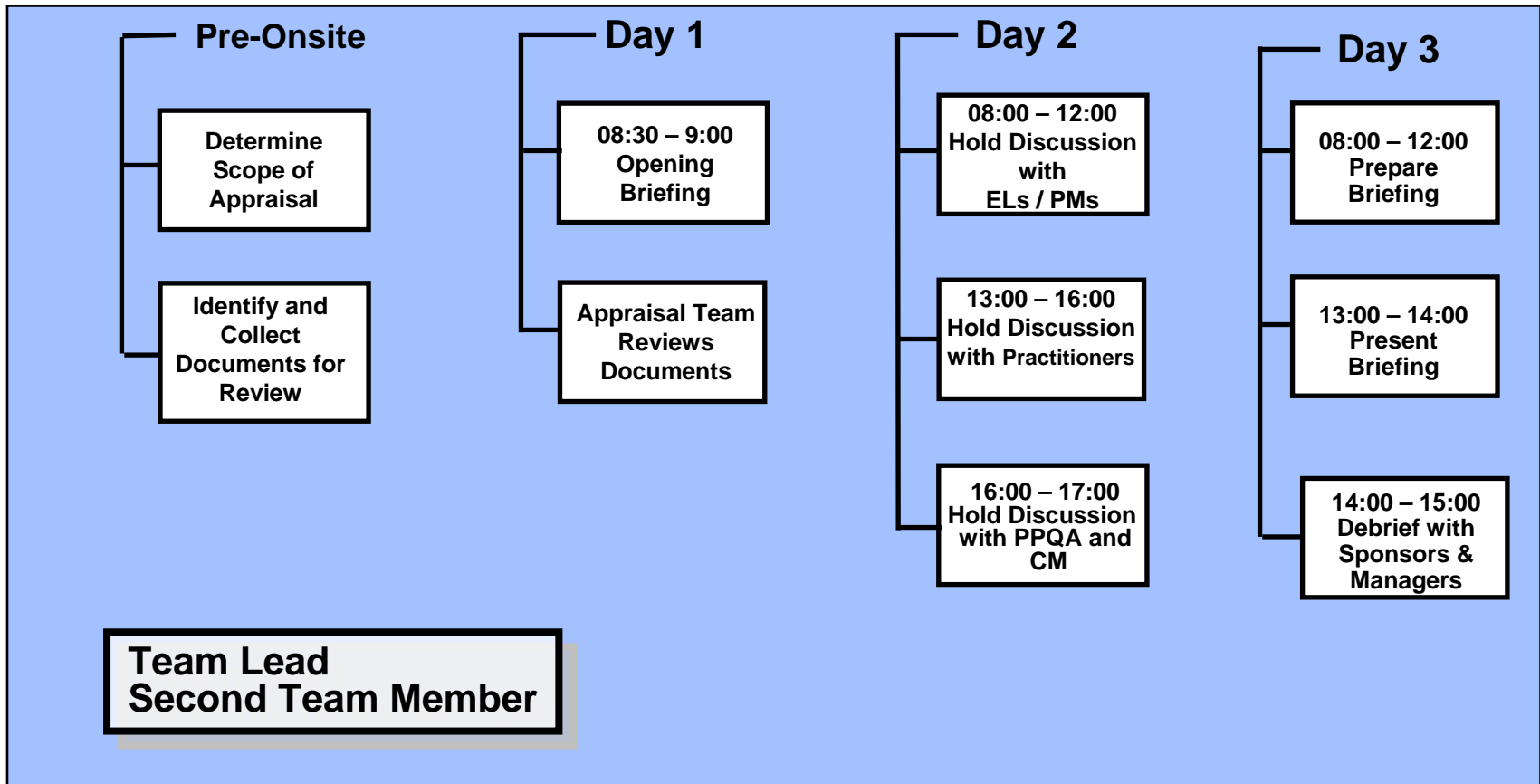
- a. Retention Audits – To assess sustainment after achieving a CMMI maturity level.
- b. Interim Appraisals – To assess organizational readiness to pass a SCAMPI A appraisal.
- c. Client Team Appraisals (Delivery Teams) – To assess whether a specific engagement is achieving / maintaining the required contractual CMMI Maturity Level.
- d. Client Appraisals – To assess a client's capability against the CMMI.



Appraisal Approach – Comparison of Appraisal Types



Appraisal Process – Typical RA Schedule



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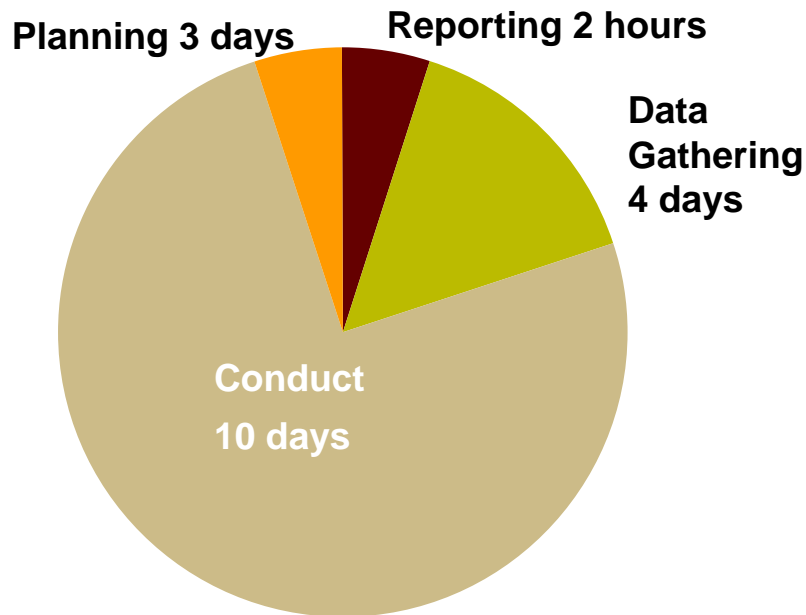


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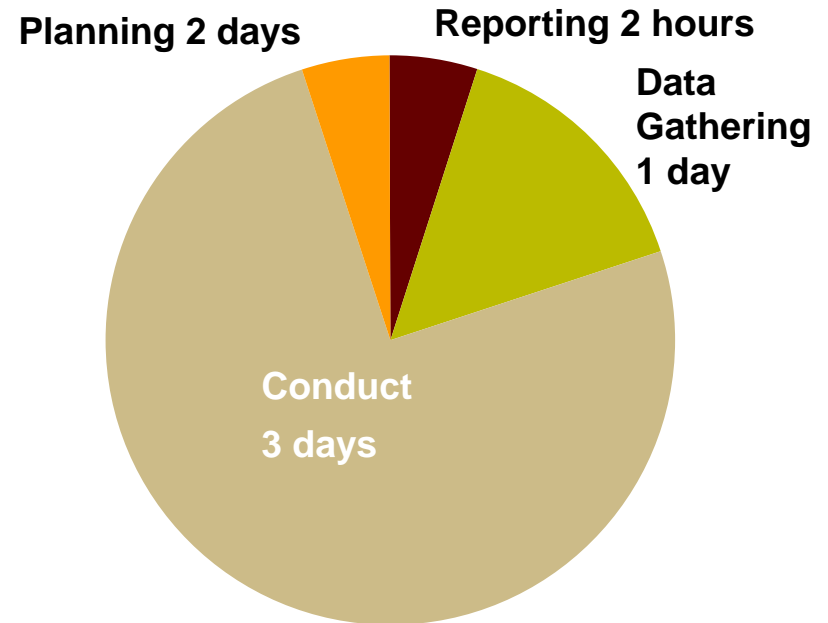
Rapid Appraisals accelerate appraisals by up to 80 percent



Typical SCAMPI B implementation averages 17 days



Potential process improvement implementation savings



Savings of 65% = over \$200K

You can deliver real benefits to your clients and your firm



Quotes from RA Clients

- I want you to know, from someone who has performed many appraisals, that this is by far the most efficient and just as effective appraisal (replacing the interim) as I have ever been part of.
- I am completely confident that we know exactly where our gaps are in preparation for our formal appraisal in July 2009.
- For the cost of \$52k versus our past \$300k interim appraisal cost, this is a tremendous cost/time savings to our firm.
- I had concerns with the effectiveness of this streamlined process and these concerns are now laid to rest. I was glad to be a part of this new approach.
- The process required minimal preparation time and the impact to the projects was contained, which is a great improvement from the traditional interim appraisals.
- We were able to comprehensively cover the CMMI model in a very quick timeframe .
- The process allowed for consensus agreement within the appraisal team and with the participants as we were doing the work.
- We identified clear themes for process improvement that will enable us to define our action plan to achieving our CMMI goal.

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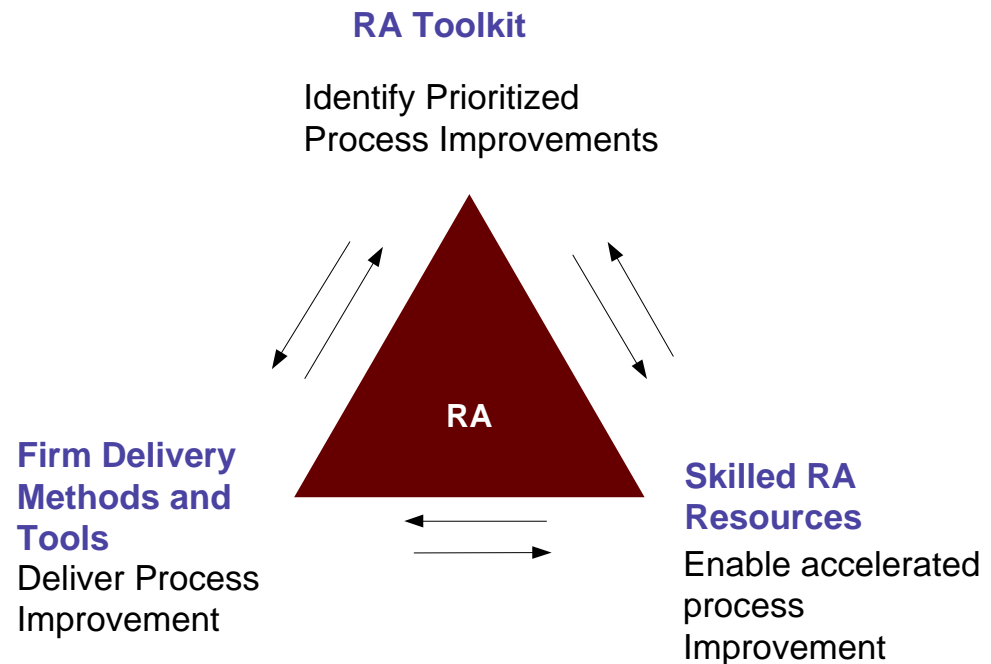


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Rapid Appraisal — Key Components that You Must Have



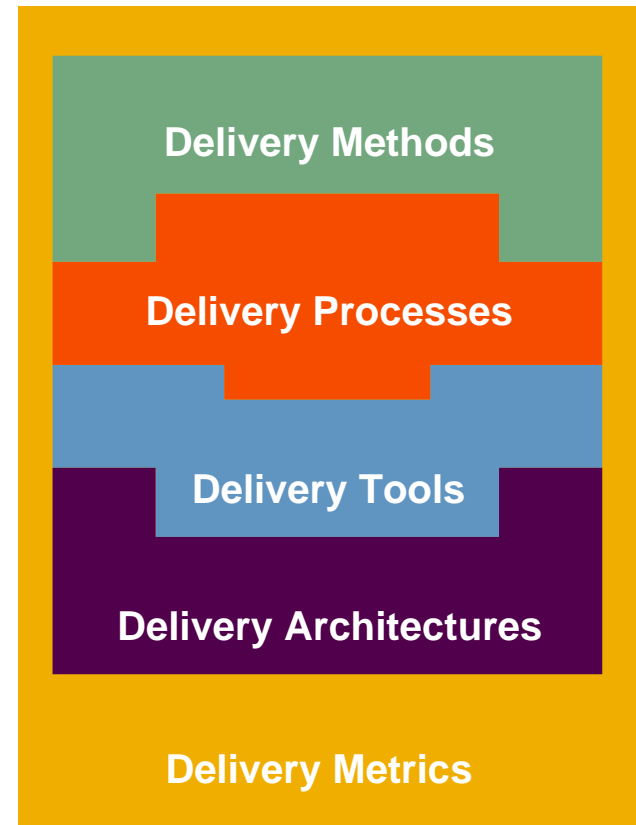
- The firm's standard delivery methods:
 - Standardized, repeatable and customizable methods, processes and tools to deliver process improvement practices
- RA Toolkit:
 - Navigation tool to architect and manage RA appraisal implementation
- Skilled RA Resources:
 - Knowledge capital and deep expertise to enable RA deployment and use to support rapid PI deployment



Your Delivery Methods and Tools Must ...

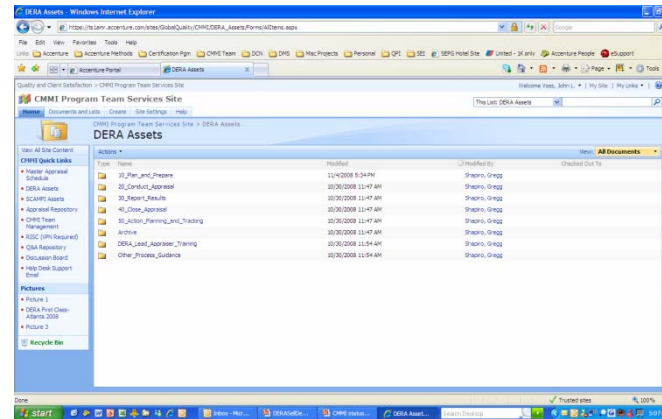


- **Leverages the fact that you have a process framework to deliver engagement practices.**
 - Methods define the best approach to follow
 - Processes support the steps or tasks define by the methods
 - Tools automate activities defined by the methods and processes
- **This is a key component of any firms ability to meet CMMI maturity level requirements.**



RA Toolkit

- Provides **framework** and **roadmap** for leveraging the RA methods for process improvement.
- Provides **guidance** to set up a RA appraisal within the context of your process improvement program.
- Contains the **Process Asset Library** of RA methods, tools and training materials.
- Includes **packaged deployment assets** such as communications and training.



RA Toolkit – Structure



- Embedded within an **appraisal lifecycle** that navigates the RA process from the initial **planning activities** through completing the RA CMMI **appraisals**.

DERA Assets - Windows Internet Explorer

https://ts1amr.accenture.com/sites/GlobalQuality/CMMI/DERA_Assets/Forms/AllItems.aspx

Quality and Client Satisfaction > CMMI Program Team Services Site

Welcome Voss, John L. | My Site | My Links

CMMI Program Team Services Site

This List: DERA Assets

DERA Assets

Type	Name	Modified	Modified By	Checked Out To
Folder	10_Plan_and_Prepare	11/4/2008 5:34 PM	Shapiro, Gregg	
Folder	20_Conduct_Appraisal	10/30/2008 11:47 AM	Shapiro, Gregg	
Folder	30_Report_Results	10/30/2008 11:47 AM	Shapiro, Gregg	
Folder	40_Close_Appraisal	10/30/2008 11:47 AM	Shapiro, Gregg	
Folder	50_Action_Planning_and_Tracking	10/30/2008 11:47 AM	Shapiro, Gregg	
Folder	Archive	10/30/2008 11:47 AM	Shapiro, Gregg	
Folder	DERA_Lead_Appraiser_Training	10/30/2008 11:54 AM	Shapiro, Gregg	
Folder	Other_Process_Guidance	10/30/2008 11:54 AM	Shapiro, Gregg	

RA Toolkit - Tools and Templates

Tools and templates enable RA practices:



RA Planning

#	PA	Practice	ID	Practice	Project Leads Rating	FAR Rating	Final Rating	Improvement Opportunities and Comments
LEVEL 2: REQUIREMENTS MANAGEMENT								
LEVEL 2: PROJECT PLANNING								
21	PP	GG 2	PP GG 2	Goal 2: Institutionalize a Managed Process. The process is institutionalized as a managed process.	NR	NR	NR	
22	PP	GP 2.1	PP GP 2.1	Establish an organizational Policy. Establish and maintain an organizational policy for planning and performing the process.	NR	NR	NR	
23	PP	GP 2.2	PP GP 2.2	Plan the Process. Establish and maintain the plan for performing the process.	NR	NR	NR	
24	PP	GP 2.3	PP GP 2.3	Provide Resources. Provide adequate resources for performing the process, developing the work products, and providing the services of the process.	NR	NR	NR	
25	PP	GP 2.4	PP GP 2.4	Assign Responsibility. Assign responsibility and authority for performing the process, developing the work products, and providing the services of the process.	NR	NR	NR	

Process Improvement/CMMI Assessments

Item #	Timing	Action Item	Assigned to	Instructions	Due by	Date Complete	Status
DERA Appraisal Scheduled							
1	12 months prior to DERA Appraisal	Identify the need for a DERA Appraisal.	Sponsor and Global Appraisal Program Manager	See the DERA Global Appraisal Plan and Master Appraisal Schedule maintained by the Global Appraisal Program Manager.			
2	T-10 weeks	Identify Site Coordinator (SC).	Sponsor	The SC is responsible for the technical aspects such as network access. They will also be responsible for tracking down additional document requests and follow-up interviews during the DERA Appraisal onsite period.			
3	T-10	SC is trained in DERA Appraisal method.	SC	SC should be trained in the model and method so that planning is effective.			
4	T-10	Set up regular planning meeting between SC and ATL.	SC or ATL	Meetings will scope the appraisal, select projects, select team members, review plan, and review status from WBS.			
5	T-9	Establish WBS.	SC	WBS should be established and delivered to ATL and/or DERA team. See Item 24.			
6	T-9	Setup planning and project document storage folder. Set up appropriate access for projects, team members, and for Appraisal Team Lead as they are known.	SC	Send a request via email below to the Quality Assess Management (QAM) team to establish the folder/site for the appraisal event. The QAM team will load all the standard templates and set up project document folders, as needed as well as provide security			
7	T-9	Schedule DERA Appraisal - Gain agreement on schedule with sponsor, selected projects (see item #10 below), and ATL and/or SC.	SC, ATL				

Process Improvement Workplan

LEVEL 2	PA Rating	Specific Goals (SG)				Specific Practice (SP)																			
		1	2	3	4	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4	3.5				
Requirements Management	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Project Planning	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Project Monitoring and Control	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Supplier Agreement Management	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Measurement and Analysis	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Process and Product Quality Assurance	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Configuration Management	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR

Legend:
S = Satisfied
SW = Satisfied with Weakness
US = Unsatisfied
NA = Not Applicable
NR = Not Rated
 = Not included

Measuring and Tracking (Includes Appraisal Readiness Data)

Skilled RA Resources



- **Skilled resources** from your organization would partner with your engagement teams and clients to enable RA appraisal capabilities.
- Your firm and your clients would receive **proven appraisal practices** delivered by people with a breadth and depth of industry skills.
 - Your team should contain at least one Certified High Maturity Lead Appraiser for credibility when doing ML4 and ML5 RAs
 - Your team should contain skilled and knowledgeable RA Appraisal Team Leads that can deliver quality appraisals
 - Your team should contain appraisal SMEs from across the firm to serve as second team members and assist in planning appraisal events

Community of Practice Key Links and Contacts



Key Links (examples of links you would require):

- Rapid Appraisal Homepage
- Process Improvement Community of Practice (CMM, eSCM, Six Sigma)
- Delivery Excellence Discussion/CMM
- [Quality.yourfirmname.com](#)

Let's Take a Tour!



- Marc will lead you on a tour of some of the key assets we've discussed.
 - Planning assets
 - Training assets
 - Document collection strategy and list of key artifacts
 - How to “walk the model” in an interview
 - Final findings development

Accenture Contacts



- **John L. Voss, Global CMMI Program Lead (Virginia)**
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 - Direct: +1 (973) 301-3350
 - Email: marc.d.matrulli@accenture.com

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Appraisal Terms and Acronyms



Sponsor

- The leader responsible for engagements and activities within the organization. This person is expected to be the “sponsor” and “champion” for process improvement activities and typically has budget and resource control for the organization being assessed. Often the same as “Top Level Management”.

Appraisal Team Lead (ATL)

- Qualified appraiser who plans and leads the appraisal.
- Presents findings to sponsors.
- Responsible for overall success of the appraisal.

Appraisal Coordinator (AC)

- Handles on-site logistics, facilities, communication, and planning for the appraisal team.
- Assists ATL with host organization activities.

Appraisal Terms and Acronyms



Appraisal Team Member (ATM)

- A member of the appraisal team who performs assigned appraisal activities and participates in final findings development.

Engagement Leader (EL) or Project Manager (PM)

- A designated person with responsibility and authority over an engagement. This term may or may not be synonymous with the term “first-line manager” or “engagement manager”.

Appraisal Terms and Acronyms



Practitioner

- Represents a life cycle area or a support group (e.g. quality assurance, configuration management, design, code, analysis, integration, test or infrastructure).
- Respected by peers as an opinion leader.
- NOT managers or leaders – must be a practitioner (actually doing work in the area being represented).
- Experience from multiple engagements is desirable – so that the person can represent the whole organization, not just the current engagement (depending on scope of RA).

Organization

- A group being assessed which operates under a single management chain and which operates under a cohesive set of policies and procedures – not necessarily co-located.