

CGI FEDERAL

**CMMI HIGH MATURITY
IMPLEMENTATION**

LESSONS LEARNED

MICHAEL MCCULLEY, MBA, PMP

AREAS TO CONSIDER

- **Buy-In: Get it Early, Sustain the Support**
- **Signing Day: Find the Right People for Your CMMI Team**
- **Metrics and Measures: Start Early, Measure Often, Ensure Relevancy**
- **Lean Six Sigma: It's Not Just for Manufacturing Anymore!**
- **Processes and Procedures: Make Them Your Own**
- **Organizational Changes: Re-Org Wreaks Havoc!**

BUY-IN

- Not going to happen with this staff doing these things in that amount of time!
- Don't underestimate the need for senior management support (get it early)
 - drive the effort start to finish*
 - candid about the costs, stress the return on investment
 - secure the proper budget
 - structure the effort for success
- Plan for and ensure the team remains intact after a successful appraisal (sustain)
- Let's reassess the situation...

SIGNING DAY

- **Diversify the team!**
 - CMMI SMEs (Certified Instructor, Certified Lead Appraiser, etc.)
 - Six Sigma Master Black Belt, several Green Belts
 - Statisticians and Metrics Specialists
 - Process Engineers and Practitioners
- **Consider a Skills Matrix to determine your current situation and evaluate your team needs (GAP yourself)!**
- **Understand the need for bench depth**
- **Recognize that moving to high maturity does not mean abandoning lower levels of maturity**
- **Work with your Lead Appraiser from day 1 (okay, maybe 2)!**

METRICS AND MEASURES

- **Metrics and Analysis programs start at ML2 – make it count!**
- **Understanding business needs and objectives is paramount to identification of the right metrics to analyze and act on**
- **Explore automated techniques to collect and store the analyzed data**
 - keep PMs in the loop on all analysis performed (*it's about the project – the need of the one*)
 - raise metrics to an organization-wide dashboard (*it's about the organization – the needs of the many*)
 - become **proactive** in eliminating process waste through standardized metrics analysis and positive actions
- **Never lose sight of what you are measuring and why!**

LEAN SIX SIGMA

- **Not Just for Manufacturing Anymore!**
 - can be applied anywhere there is a PROCESS
 - used at CGI HCP to form and validate Causal Analysis and Resolution (CAR), and Organizational Performance Management (OPM)
 - CAR and OPM are aligned with LSS practices to ensure an optimal progression of process improvement is attained throughout the organization
- **CGI Federal has a strong LSS Program in-place to produce many Green Belts and Black Belts**
- **The 'Belts' propagate process improvement throughout all of HCP**
- ***Intro to the CMMI for Dev* and LSS training are offered frequently at all levels within the organization**

PROCESSES AND PROCEDURES

- Make them yours!
- Map out **your** organizational documentation hierarchy early to guide the most effective and efficient development and deployment of new/updated processes, procedures, and templates
- Consider using white papers in conjunction with metrics
- Use **language** that is familiar to your organization (don't become the CMMI, use it)
- Collaboration is the key motivator: involve necessary representatives to ensure coverage and varying needs, then **educate** all on the solution
- Continuously review for improvements (EPG, ESC, etc.)

ORGANIZATIONAL CHANGES

- **Re-Org Wreaks Havoc!**

- Case-in-point: Organizational Training

- midway through CMMI HM implementation, there was a re-org of accounts and projects
 - CGI Federal's processes and data was planned to satisfy this ML3 requirement
 - re-org suddenly moved the responsibility for this process area down to the HCP level
 - as a result, development and institutionalization of Organizational Training at the HCP level was required, which was not in the original plan
 - **Plan for the unexpected, then expect it**
 - **When blazing your path to success, don't forget the fire extinguishers!**

SUMMARY

- **Buy-In: Get it Early, Sustain the Support**
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Michael.mcculley@cgifederal.com

Website: cgifederal.com