



CMMI Institute

IMMEDIATELY IMPROVING PROJECT PERFORMANCE THROUGH PPQA

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**CAPABILITY
COUNTS 2017**

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AGENDA

- What's the Point of PPQA
- Process = Audited Process
- The Challenges
- Lessons Learned
- Summary
- Additional Materials

DO YOU WANT PPQA?



OVERALL MANAGEMENT NEED

- Resolve issues before they are too expensive.
- Better definition of work "done" and reduce carry over of work to subsequent sprints
- Inconsistent meeting of contractual requirements caused by rework

PROCESS = AUDITED PROCESS

Process Name

Purpose:

Policy:

Do



Check



Includes:

- Current problems addressed by process
- Expertise of organization captured
- Audit and oversight expectations

PROCESS = AUDITED PROCESS

Requirements Peer Review Tracking for User Story

Make the Request

PLM/PM

During the Sprint Planning Meeting, the Development Team picks a story to be peer reviewed. By the end of the day the Product Line Manager or Project Manager (PLM/PM) completes this section to request a peer review of their selected story. Development Teams without a story by the end of the day will have one selected for them.

User Story Product

PLM/PM
(change if needed)

User Story Number
(do not include the "S")

Accept the Request

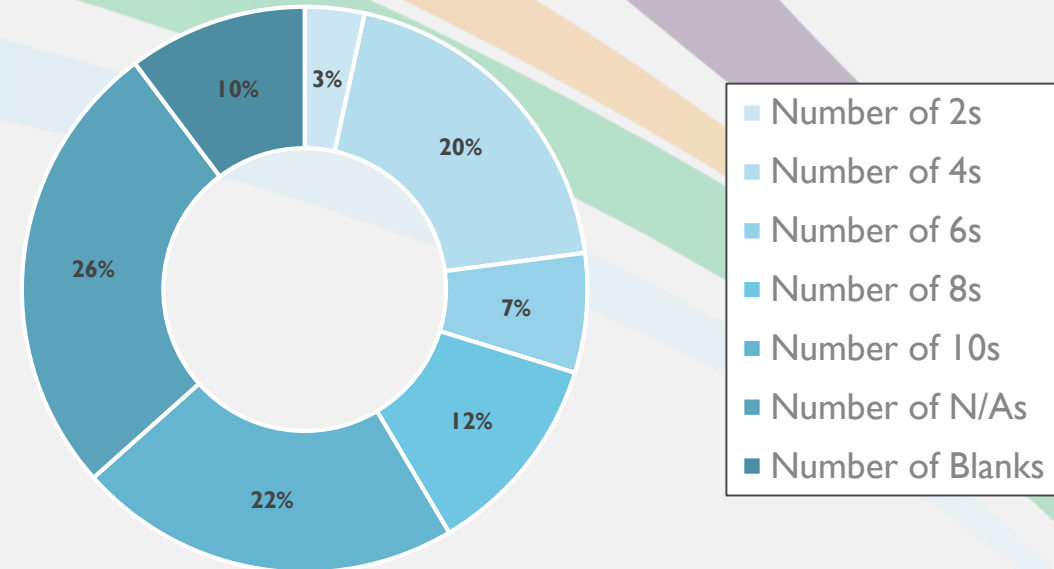
Reviewer

Eligible reviewers receive an email the day after the Sprint Planning Meeting (timeline TBD) giving them an opportunity to volunteer to peer review a story of their choice by entering their name below. Stories without volunteered reviewers by the end of the day will be assigned one.

Reviewer

Note: After a reviewer is identified and the form is saved, an email will automatically be sent to the PLM/PM to notify them that the employee specified will be conducting the peer review. The field in this section will then lock. Do not enter a reviewers name and save until the reviewer is ready to prepare for the peer review.

Peer Review Value
Score Range: 2-N/A
Total of 230 Peer Reviews Completed

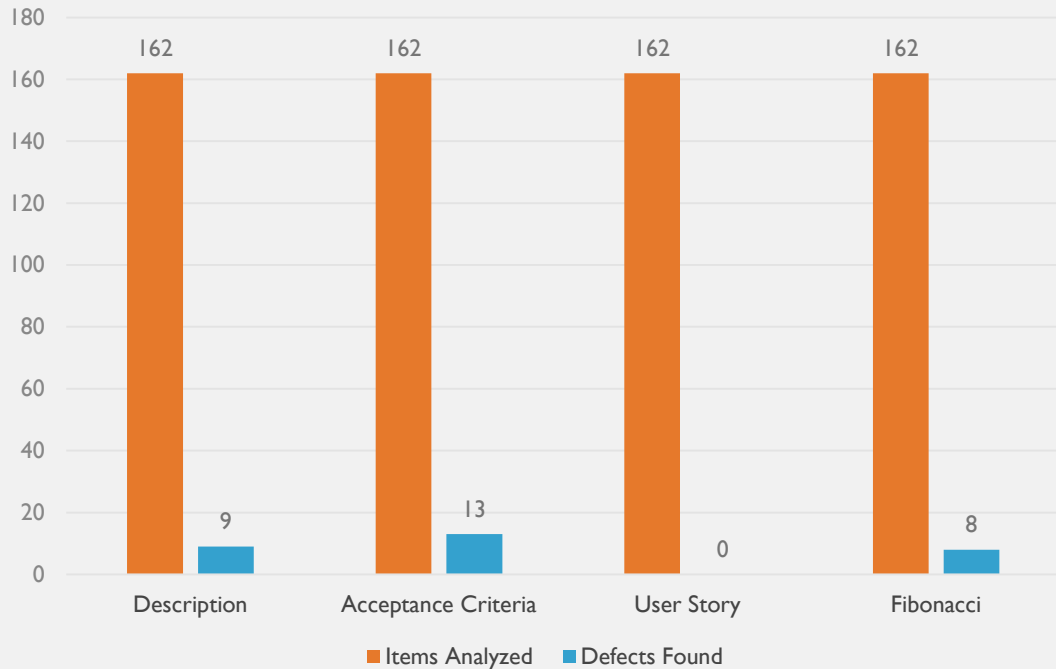


- 3% of the feedback was perceived as being inadequate (0-2)
- 29% of the feedback was perceived as being minor helpful (4-6)
- 35% of the feedback was perceived as being majorly helpful (8-10)
- 54% of the feedback had no suggestions (N/A)

AUDIT CHECKLIST

- 162 audits performed covering 648 items (4 x 162)
- 19% of the 648 items resulted in open issues
- Choice to send results to employee and manager or just manager
- Manager easily identifies how the issue was handled

Issues Found at Management PPQA Level



Management PPQA of User Story

Product Type Date

Product

Timeframe PLM Senior Mgr

User Story Reviewer

Description

Status of Issues Found:

What the customer wants and expects to be delivered. This information may be included in the contract as a deliverable or as an agreed upon feature or functionality enhancement request.

Reviewer Analysis

- Clearly defines "what" and "why".
- Ambiguous; needs more detail for the team to understand the deliverable.
- Does not match User Story or Acceptance Criteria.
- Not present.

PLM Senior Manager Response

- Provided guidance to PLM/PM/PC on how to complete.
- Provided guidance to PLM/PM/PC on improving level of detail.
- Advised PLM/PM/PC of requirement.
- Discussed with PLM/PM/PC. Not an issue.

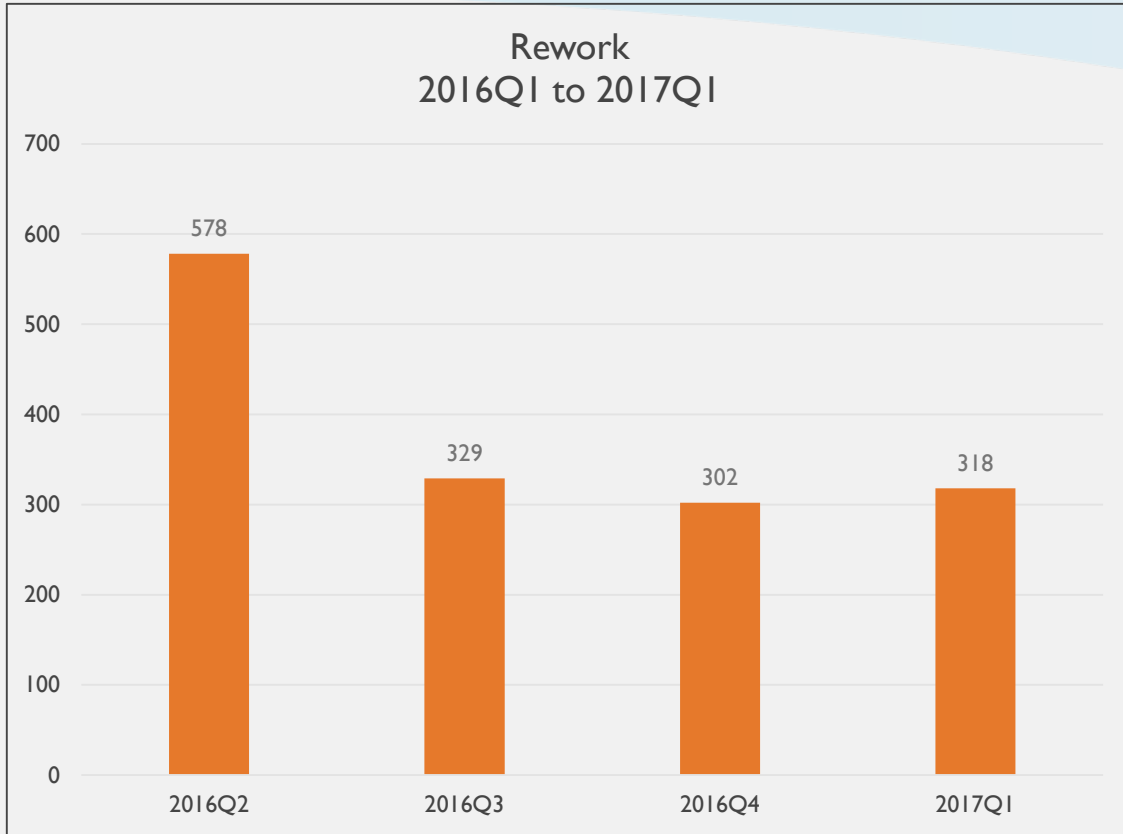
INVENTORY OF AUDITS

User story audits

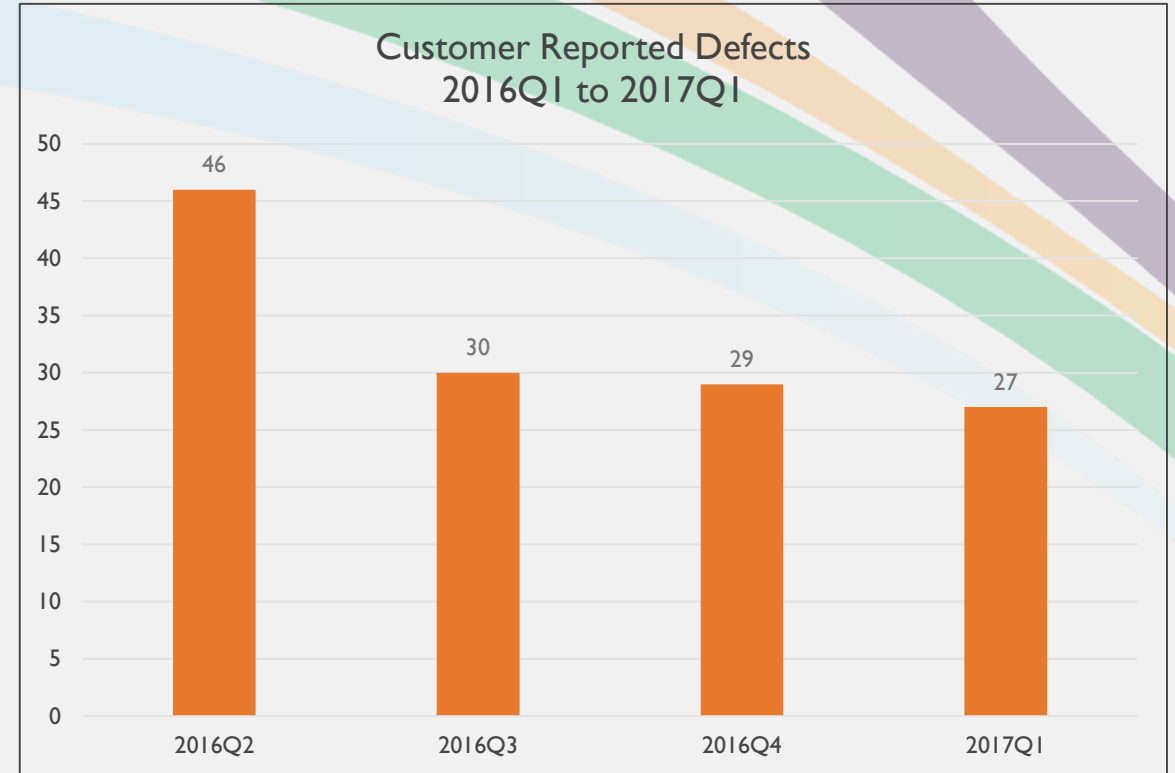
Product	User Story #	Description Issue Status	Description Analysis	Acceptance Criteria Issue Status	Acceptance Criteria Analysis	User Story Issue Status	User Story Analysis	Fibonacci Issue Status	Fibonacci Analysis	Reviewer	Date	Management Review Comments
	39744	No Issues Found	Present and Logical		Present but needs more detail	No Issues Found	Present and in correct format	No Issues Found	Present		9/19/2016	This Story is for chunking data and a good candidate for a Project Decision form to be completed (which has not been done as of 9/19/16). Per the description field, the ABS user is expecting to see 3 months worth of data and assuming this is what is expected in the AC field.
	39723	No Issues Found	Present and Logical	No Issues Found	Well Documented	No Issues Found	Present and in correct format	No Issues Found	Present		9/19/2016	This is a very good research Story!! The research expectations are clearly marked in the AC field.
	40202	No Issues Found	Present and Logical	No Issues Found	Well Documented	No Issues Found	Present and in correct format	No Issues Found	Present		9/19/2016	
	39405	No Issues Found	Present and Logical	No Issues Found	Well Documented		Not Written from Customer Perspective	No Issues Found	Present		9/19/2016	Very detailed Story. The only suggestion for future Stories like this one is to have VA IT as the user instead of Product Owner

THE RESULTS

Rework
2016Q1 to 2017Q1

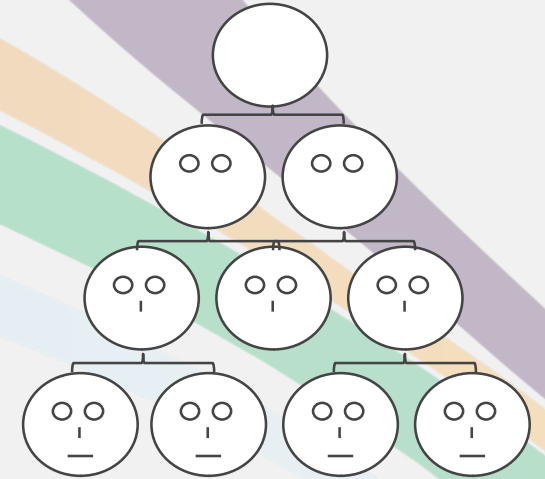


Customer Reported Defects
2016Q1 to 2017Q1



LESSONS LEARNED AND SUMMARY

1. Demonstrating the **value** of PPQA helps convince people to **use the practice**.
2. **Automating** wherever possible keeps the process light and the users **more engaged**.
3. Putting activities in **SharePoint** makes the process more **efficient** for the auditor resulting in it taking less time to do.
4. Using **forms guides the user** through the process without having to refer to **bulky** process documents.
5. Having a **database** of the results makes it much easier for the managers to identify problem areas and **analyze trends**.
6. The **key selling point** to management is the **visibility** they get into the organization.
7. Audit results provide a **proactive view** into what is happening **before large problems occur**.
8. Keeping **processes small** and in the style of **checklists** makes them much **easier** to use and audit.
9. Using **SharePoint** allows data to be seen from **anywhere** very quickly.



Q & A

ADDITIONAL MATERIALS

- Business unit checklists were made with SharePoint out-of-the-box functionality.
- BPM checklists were created with a combination of SharePoint out-of-the-box functionality, Nintex workflow (<http://en-us.nintex.com/>) and an empowering IT department.

CONTACT INFORMATION

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