



CMMI Institute

VALUE OF CMMI REAPPRAISALS

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AGENDA

- CMMI Reappraisal Process
- Process Improvement, PPQA and Organization Training groups
- Projects (work groups) and support functions
- Achieving results and sustaining business through process appraisals
- Retaining maturity and value add
- Management roles and value add
- Dos and Don't
- Conclusions

CMMI REAPPRAISAL PROCESS

- Complete repetition of SCAMPI A process
- Performed Once in 3 years
- Performed by Appraisal team led by certified Lead Appraiser / Team Leader
- Involvement of sponsor, projects (workgroups) and support functions
- Focus on identifying process improvements aligned with organization's business objectives
- Results into an process improvement action plan for implementation
- Opportunity to re-benchmark organizations maturity

WHY RE-APPRAISAL DONE ONCE IN 3 YEARS?

- It is a SCAMPI A Results validity Norm
- In the fast changing scenario where:
 - Tools & Technology changing
 - People changing
 - Business changes

” It is imperative to re appraise and realign the process frameworks (which run business / results) to the changing scenarios”

3 years is a good time frame where an organization need re benchmarking of their processes through a re-appraisal else “***we may be operating with outdated and low value added processes***”

VALUE ADD:TIP I

- Are you having **Right process system** in place in your organization?
 - **Right Process**
 - **Right Person**
 - **Right Time**
 - **Right Purpose**

If not process does not add full value & can become an overhead

Question: Is it possible to build a perfect process system in first go?

*“CMMI Re-appraisals shall focus on existence / sustenance of the above **R** framework”*

RE-APPRAISALS – BUILDING RIGHT PROCESSES IN THE ORGANIZATION

- Re-Appraisal is an opportunity to build right processes for the organizations
 - Assess the current process in place
 - Solicit feedback from appraisal participants
 - Review the evidences to gauge the outcome of existing process
 - Group assessment (by a team) of the utility of process to enable results
 - Benchmark with latest trends of tools, technology and methods (external, internal & competitive)
 - Enable continuous process improvements towards building best process

OPTIMIZING RE-APPRAISAL DURATION

- Retaining the previous ATM team (if possible)-could reduce cost and speedup the process
- Optimize data access and data review
 - Hyperlinked PIIDS
 - Grouping of same evidences of multiple practices
- Optimize interview process
 - Custom made interview questions based on role and context (reduce the length of interview)
 - Pre-tagged interview question list (reduce the tagging time for a quicker reappraisal)
- Reuse appraisal artefacts (for the same organization) with modifications

Note: Reducing reappraisal duration can reduce cost of reappraisals

PROCESS IMPROVEMENT INFRASTRUCTURE VS PROCESS MATURITY

- When an organization claim they are ML3 or above?
 - They shall have a documented and standardized process system (Ex: QMS)
 - They shall have a permanent role based groups
 - Process Improvement Group (Ex: SEPG)
 - Process and Product Quality Assurance (Ex: Internal audit)
 - Organizational Training
 - There shall be a culture and commitment to sustain continuous process improvements

VALUE ADD:TIP 2

- Is the organization's process improvement infrastructure permanent?
 - **Process Improvement Team**
 - **Process Audit team**
 - **Organizational Training team**

If not achieving a maturity level does not add value.

“CMMI Re-appraisals focus on the continuous operation of the above groups and their value add for achieving results”

PROJECTS (WORK GROUPS) AND SUPPORT FUNCTIONS - REAPPRAISAL

- Opportunity to appraise their processes and results
- Opportunity to enable process improvements towards meeting project / organizational objectives
- A momentous occasion to overcome **complacency** and gear up the process maturity
- Proactively participate in process appraisals towards contribution for process improvements

“Participation is critical towards building process excellence”

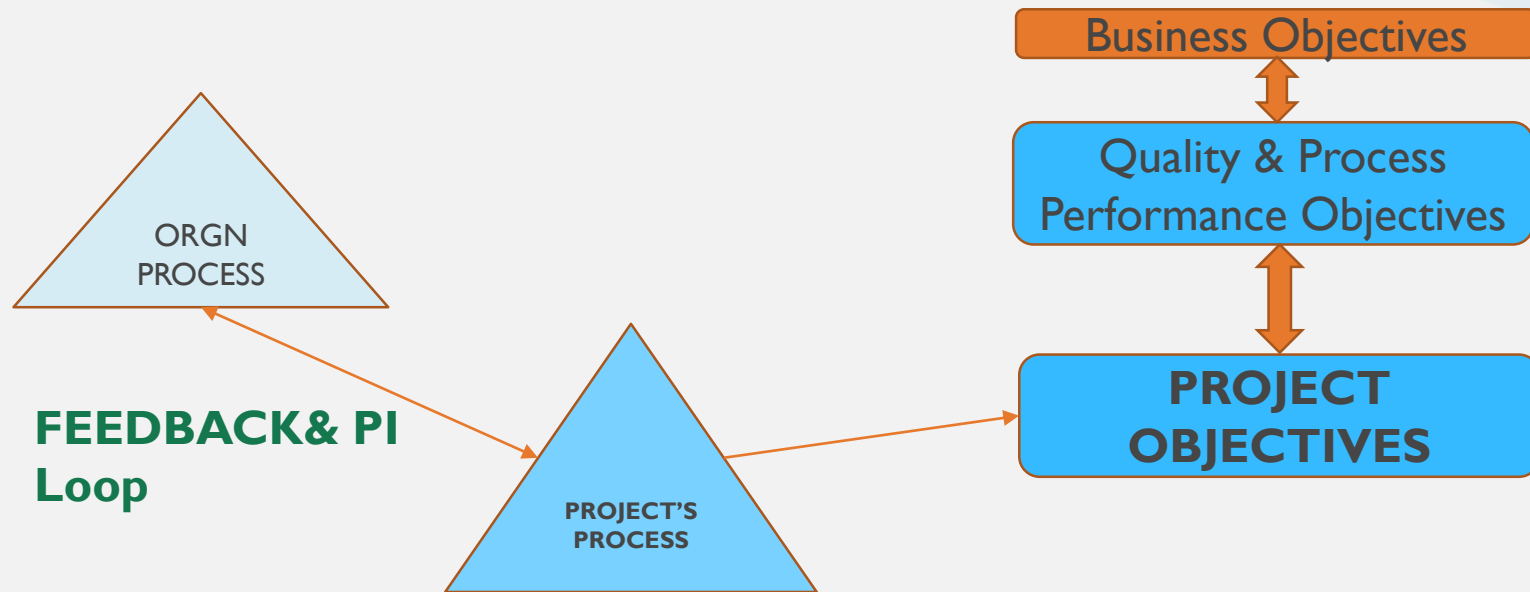
ACHIEVING RESULTS & SUSTAINING BUSINESS

- Process improvements need to be aligned with business objectives
 - **Deliver on-time**
 - **Deliver within budget**
 - **Deliver with quality**

“Fundamental for success of business leading to higher customer satisfaction”

Re appraisals assess the achievements of business results through process improvements”

PROJECT RESULTS LEADING TO BUSINESS OBJECTIVES



RE-APPRAISALS ASSESS THE SYSTEM AND SUGGEST IMPROVEMENTS TOWARDS ACHIEVING BUSINESS OBJECTIVES

RETAINING MATURITY AND ACHIEVING RESULTS

- Good Process Implies Good Results and Success (TQM)
- Once an Organization reaches a level of Maturity, they need to sustain the maturity continuously
 - Through Continuous Compliance to Process
 - Through audits and process improvements and process deployment
 - Management commitment to process and continuous oversight of status
 - Gauging the process results and enabling process improvements

MANAGEMENT ROLES AND VALUE ADD FOR REAPPRAISALS

- Management shall
 - *View reappraisal as an opportunity to benchmark organization processes with*
 - *Best Practices*
 - *Competitors*
 - *Models and standards*
 - *Spell out the business need and objectives*
 - *Identify **pain areas** to be eliminated through process improvements*
 - *Encourage people to participate in upcoming appraisal*
 - *Direct process improvement team to **develop and implement process actions***
- “Reappraisal shall not be viewed as an activity to extend a maturity level”**

VALUE ADD:TIP 3

- Process appraisal adds value only if
 - **Meaningful process improvement opportunities are identified**
 - **Process improvement opportunities are aligned towards meeting business objectives**
 - **The findings of an appraisal are translated into a workable action plan**
 - **The improvements are successfully deployed across resulting into measurable benefits**

“Note: We need to understand that Organization’s do not reach to a stage where there are no more possible improvements – Any appraisal not resulting into improvements is waste of money and effort””

DO'S AND DON'TS (1 OF 2)

- Do's
 - Encourage projects to sustain mature processes
 - Continually assess the process compliance and support to address process issues
 - Set business objectives and link the achievement through process improvements
 - Plan for re appraisals in advance
 - Encourage people to participate and contribute to reappraisals
 - Ensure appraisal findings are translated to meaningful and result oriented Improvements

DO'S AND DON'TS (2 OF 2)

- Don't
 - **Gaming of reappraisal (does not add value)**
 - **Outsourcing of Process Improvement Infrastructure (does not sustain)**
 - **Too much dependence on consulting organization's to deliver appraisal results (counter productive)**
 - **False start and difficult implementations (dose not add value)**
 - **Compromised SCAMPI appraisal (will lose people confidence on process appraisals and process improvements)**
 - **Not sustaining process improvement infrastructure (no benefit to organization)**

CONCLUSIONS

- CMMI Re-appraisals
 - **Excellent opportunity to build continuous process improvements**
 - **Align yourself with rest of world's best practices**
 - **Enables organization's to be competent and productive**
 - **Sustain the heat and momentum for sustaining process excellence**
 - **Opportunity for management to demonstrate their commitment for building result oriented processes**
 - **Realign process management infrastructure towards adding value**