

# A Simple Approach to Achieving CMM Level 2

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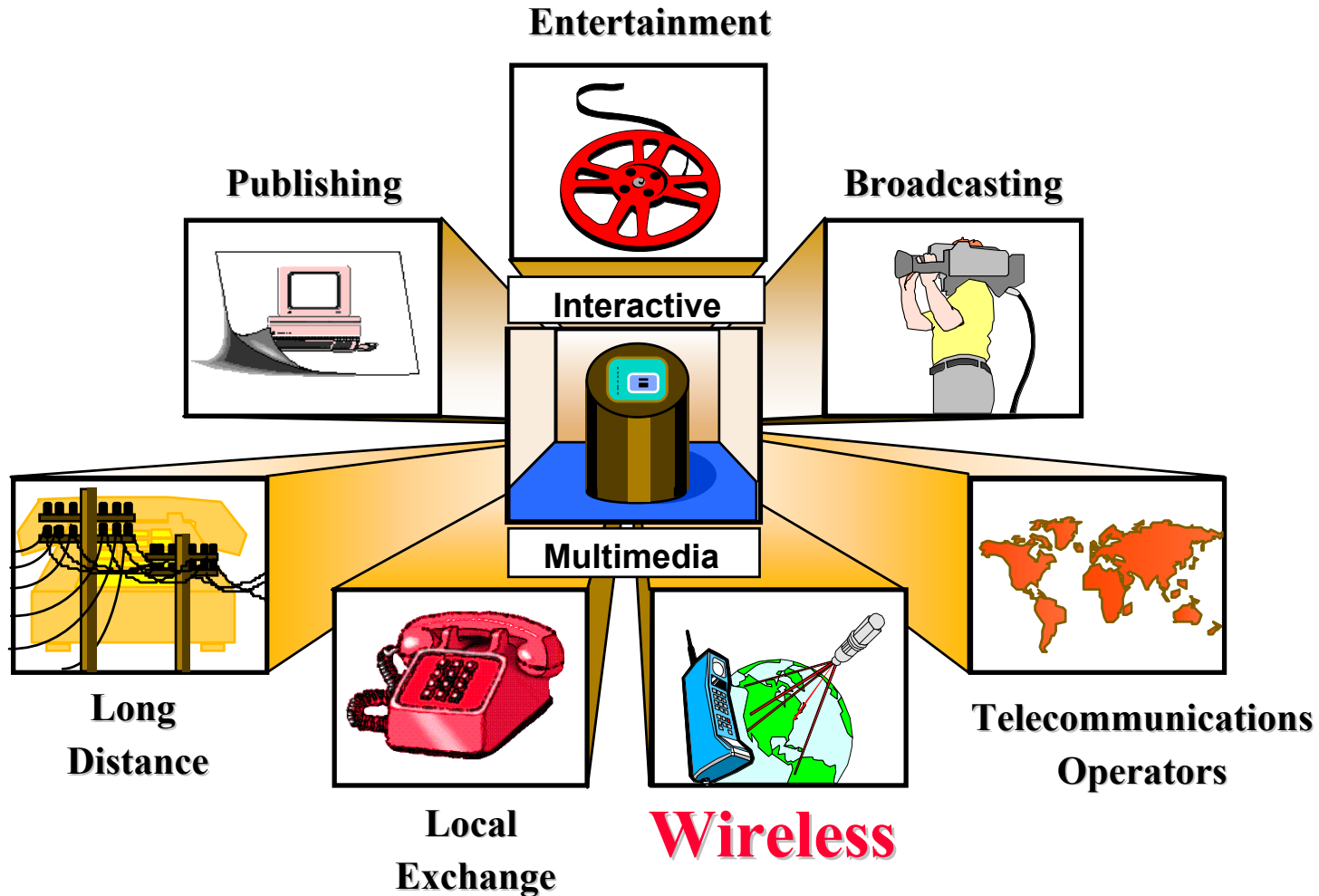
**Mission: Possible**




# Agenda

- EDS, CIG and the Wireless Division
- Business Forces
- Process Improvement Efforts
- The Project Model
  - What is it?
  - Features of the Model
  - High-level Walkthrough of the Model
  - Results & Benefits of Using the Model
- Q&A

# The Communications Industry Group



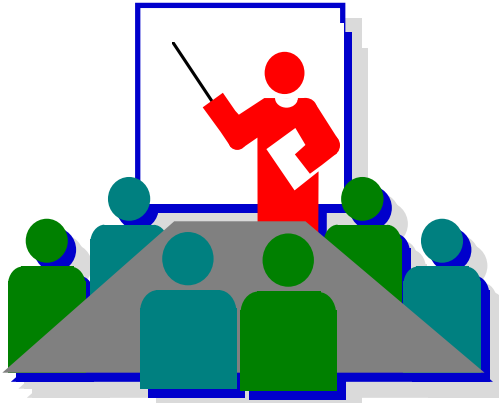
# The Wireless Division

- 
- A woman with blonde hair is shown in a circular inset, smiling while talking on a mobile phone. She is also holding a PDA device in her other hand. The background of the inset is blurred.
- Billing Services
  - Clearinghouse
  - Validation
  - Outsourcing
  - Systems Integration

# Dynamic Growth

- Revenue Growth
- Employee Growth
- Customer Growth

# Changing Development Methodologies



**SPWB Life Cycle**



**JDI Life Cycle**



**Chaos**

# Results of the Chaos

## Key Metrics in Decline

- Customer Satisfaction Indices Dropping
- Employee Satisfaction Indices Dropping
- Employee Attrition Rising
- Revenue Growth Slowing

# Action Plan

- Conducted Project Management Assessment
- Leveraged Corporate Resources
- Made Changes in the Organizations
- Established Sponsorship
- Brought in Program Manager to Facilitate the Change





# Process Improvement Efforts

- “Best Practices” Initiative
- Adopting Project Management & Systems Life Cycle Methodology
- Implementing Change Methodology
- Development of Project Management Guide and Project Management Workbook
- CMM Initiative

# A Good Start, But Not Enough

- Progress Too Slow
- Improvements are Small and Scattered
- Duplication of Effort
- Making Progress, but No Synergy
- Project Managers Spending Time Worrying About CMM



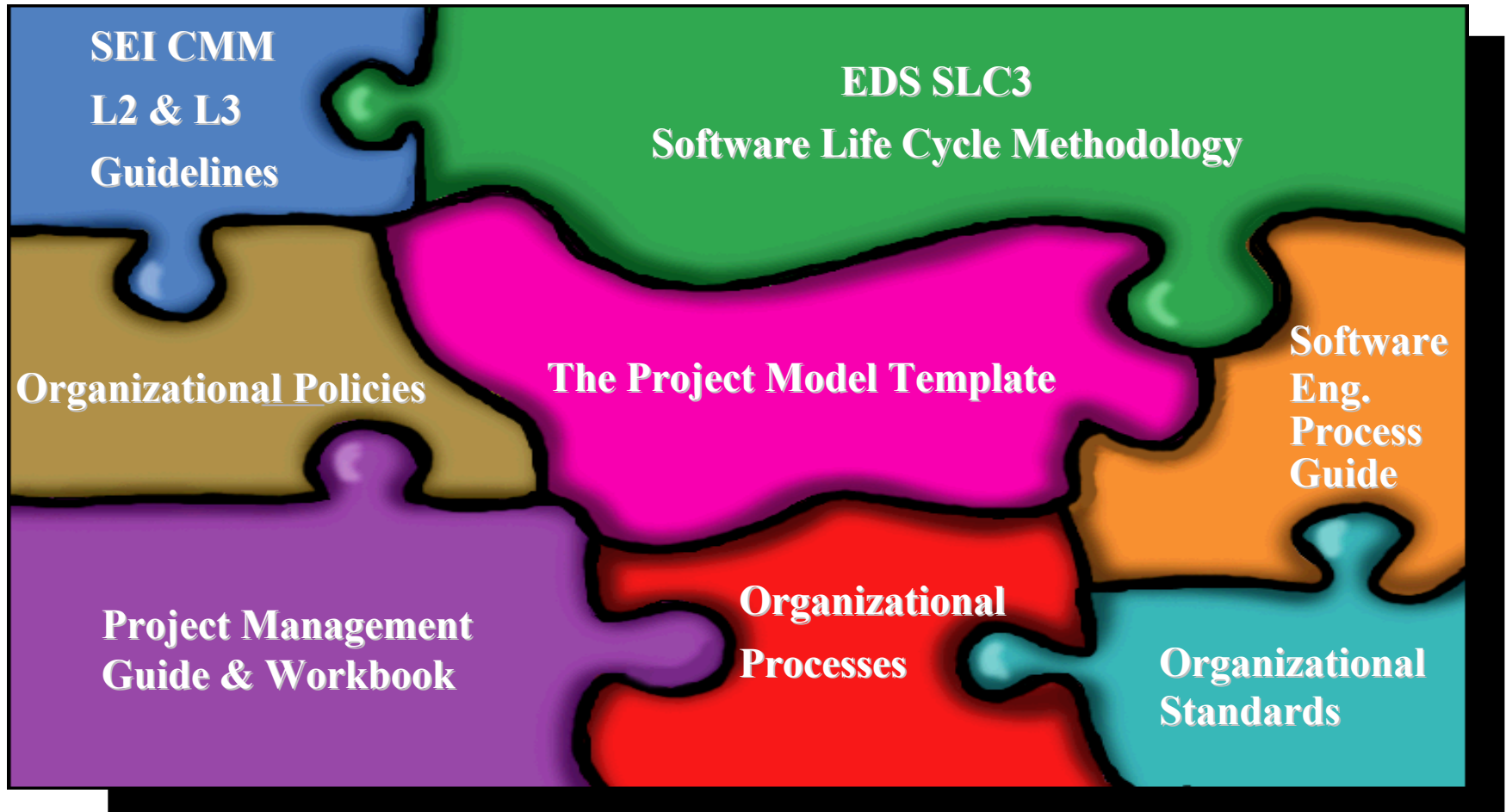
# The Project Model

- A Strategic Approach for Implementing :
  - Process Improvement
  - Project Management Methodology
  - Systems Development Life Cycle Methodology
  - Software Engineering Processes
  - Organizational Processes
  - Policies, Standards & Procedures
- A Sophisticated Project Management Template Project Managers Use to Create Project Plans

# Identifying the Pieces

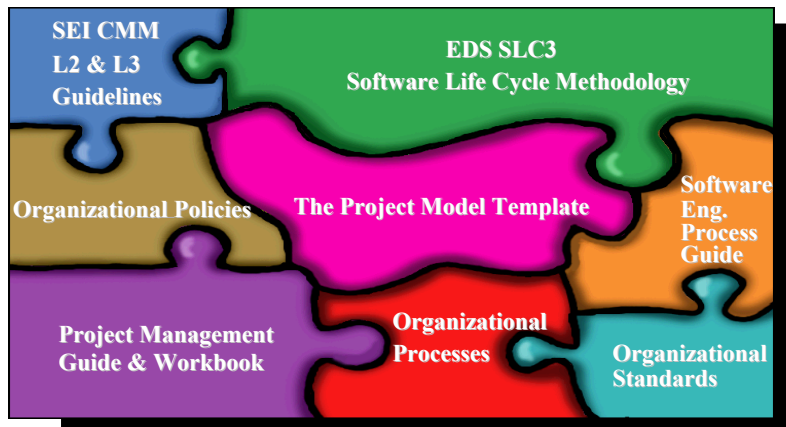


# Completing the Puzzle - The Project Model



# Merging Methodologies, Processes & CMM Guidelines

## Project Model Template



### Define

**Perform Project Start-Up**

:

**Establish Initial Project Environment**

:

**Create Initial Project Plan**

**Define Business Need**

:

**Perform Project Planning**

:

**Conduct Project Plan Walkthrough**

**Perform Checkpoint Review**

**Analyze**

**Design**

**Produce**

**Optimize**

**Manage**

# Sample Project Model Template

1.1.6					
	WBS	Name	Proj Mgt Ref	Template	Process
1	1	<b>Define</b>			
2	1.1	<b>Perform Project Start-Up</b>			
3	1.1.1	Develop/Review Business Partner Agreement (BPA)	Start-Up 8, 1-80	t_bpaagr.doc	
4	1.1.2	Develop Project Summary	Start-Up 1, 1-8	t_summ.doc	
5	1.1.3	Review Project Summary			
6	1.1.4	Establish Initial Project Team	Start-Up 1, 1-3		
7	1.1.5	<b>Establish Initial Project Environment</b>	<b>Start-Up 6, 1-59</b>		
8	1.1.5.1	Create Initial Project Workbook	Start-Up 2, 1-28		
9	1.1.5.2	Establish Change Control Environment	Start-Up 7, 1-74		
10	1.1.6	<b>Create Initial Project Plan</b>	<b>Start-Up 3, 1-30</b>	t_proj.mpp	p_prpln.doc
11	1.1.6.1	Identify Software Development Plan Components			
12	1.1.6.2	Create Initial Work Breakdown Structure (WBS)			

<b>Name:</b>	Create Initial Project Plan	<b>Duration:</b>	36d	<input type="checkbox"/> Fixed	<b>Previous</b>	<b>Next</b>
<b>Start:</b>	Tue 7/18/95	<b>Finish:</b>	Tue 9/5/95	<b>Percent Complete:</b>	0%	
<p>Purpose: (1) To ensure that the project's start-up and planning stages are completed in an orderly manner. (2) To ensure that planning activities are complete and comprehensive. (3) To establish the project plan's completion date. (4) To establish when the price and schedule commitments will be ready.</p> <p>Description: During this work element, plan, estimate, budget, and schedule the project work that needs to be completed during the remainder of start-up and throughout planning. In contrast, during planning, the Project Plan is updated to reflect the work needed to produce the product or service that the customer requires. This work is also planned, estimated, budgeted, and scheduled.</p>						
Ready			Level: Project Team		NUM	



# Example: The Define Phase - Links to Standards

## 1.1.6 Create Initial Project Plan

### Guidelines:

1. Start-Up and Planning stages are completed
2. Initial Project Plan is established

### Description:

The work is planned, estimated, budgeted, and scheduled

### Organizational Policy

e.g. Project Planning Policy - projpoly.doc

### Project management Guide

e.g. Start-Up 3, 1-30

### Organization Process

e.g. Project Planning Process - p\_prpln.doc

### Project Management Workbook

e.g. Template - t\_proj.mpp



# Example: The Define Phase - Links to CMM

1	1.1.8	Review Initial Project Plan
20	1.1.8.1	Prepare for Initial Project Plan Review
21	1.1.8.2	Conduct Initial Project Plan Review
22	1.1.9	Conclude Project Start-up Activities
23	1.2	Define Business Need - [Requirements gathering]

## SEI/CMM Guidelines

**SQA Review of Software Development Plan - SPP Verification 3**  
**SQA Group Participates in the Review of SDP - SQA Activity 3**

**Requirements Management Policy - RM Commitment 1**  
**Allocated Requirements are Documented - RM Ability 2**  
**SW Engineering Group Reviews Allocated Requirements - RM Activity 1**

# Results & Benefits

- New Trends and Results
  - Customer Satisfaction Index
  - Employee Survey Results
  - Software Quality Results
- CMM Self Assessment Results
- CMM Becoming Transparent
- Brought Synergy to Process Improvement Efforts
- Project Managers Are More Confident & Focused on Project Management



# Summary

- The Project Model Is A Strategic Approach For Implementing :
  - Process Improvement
  - Project Management Methodology
  - Systems Development Life Cycle Methodology
  - Software Engineering Processes
  - Organizational Processes
  - Policies, Standards & Procedures

# A Simple Approach To Achieving CMM Level 2

“Concerted efforts from your team members, commitments from your organization, and strong sponsorship from your leaders are key to the success of achieving CMM Level 2, without which, the Project Model won’t work.”

— *Terie Rixman*

“The best way to predict the future is to create it.”

— *Peter Drucker*



# Questions & Answers

