



## Evolution of CMMI®

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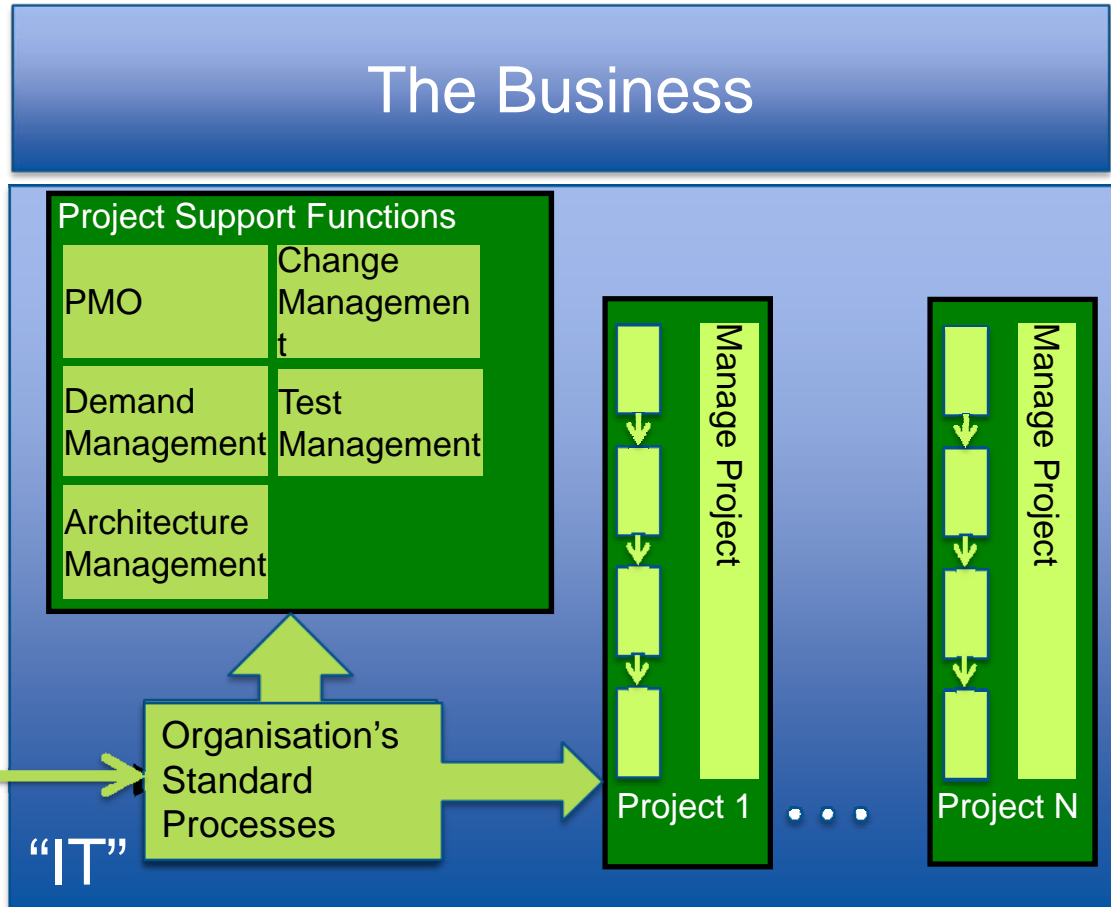
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# What is CMMI®?

## Capability Maturity Model Integration v1.2®

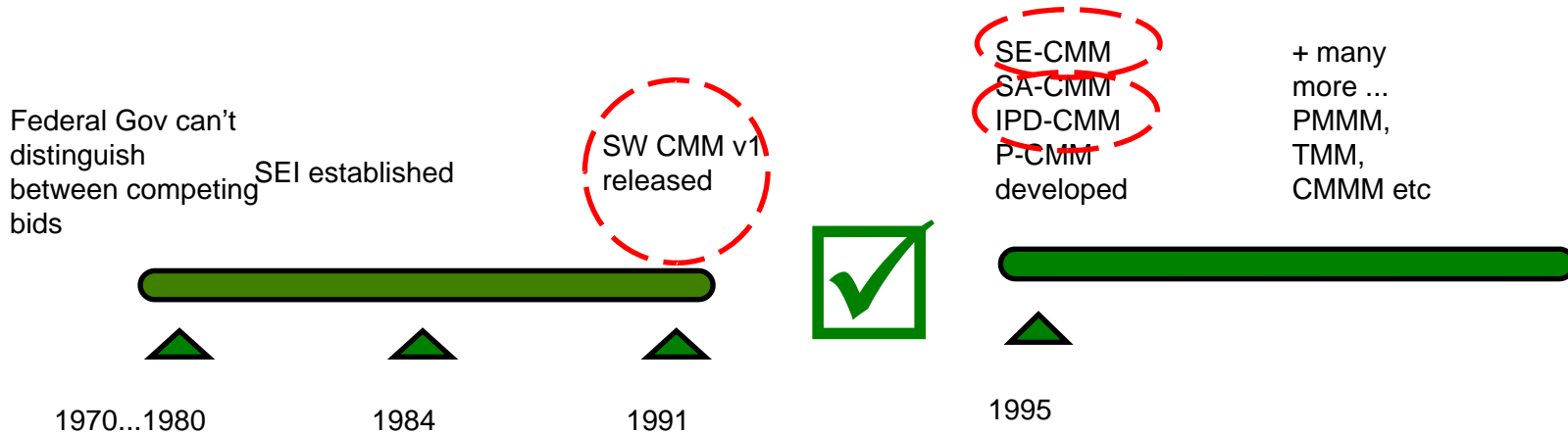
CMMI® Provides:

- An integrated approach to process improvement
- “Institutionalisation” of the improvements
- A stepped approach to introducing improvements
- Guidelines for improving the organisation’s processes

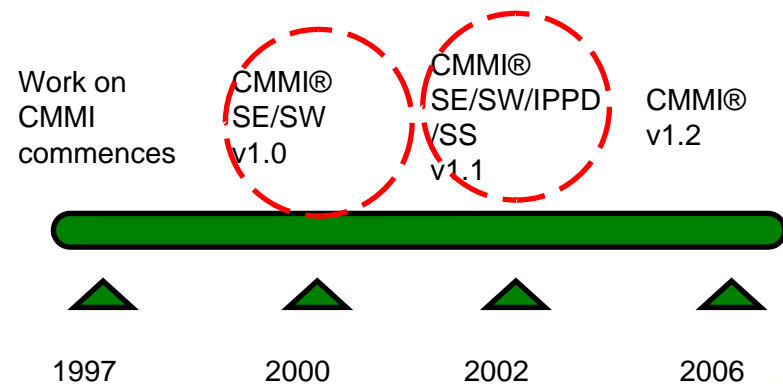


“The quality of a system is highly influenced by the quality of the process used to acquire, develop, and maintain it”

# Origins of CMMI®

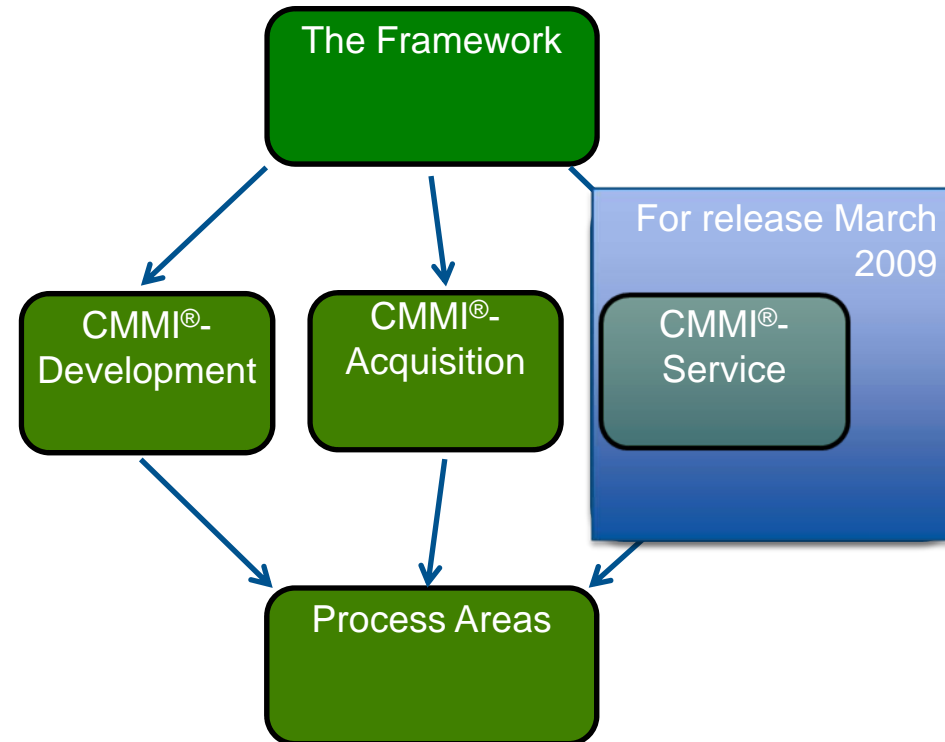
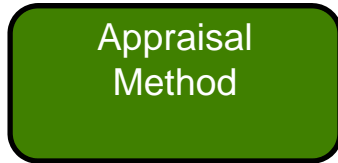



- CMMI® Project commences:
  - Goals:
    - Simplify “model explosion”
    - Incorporate lessons learned



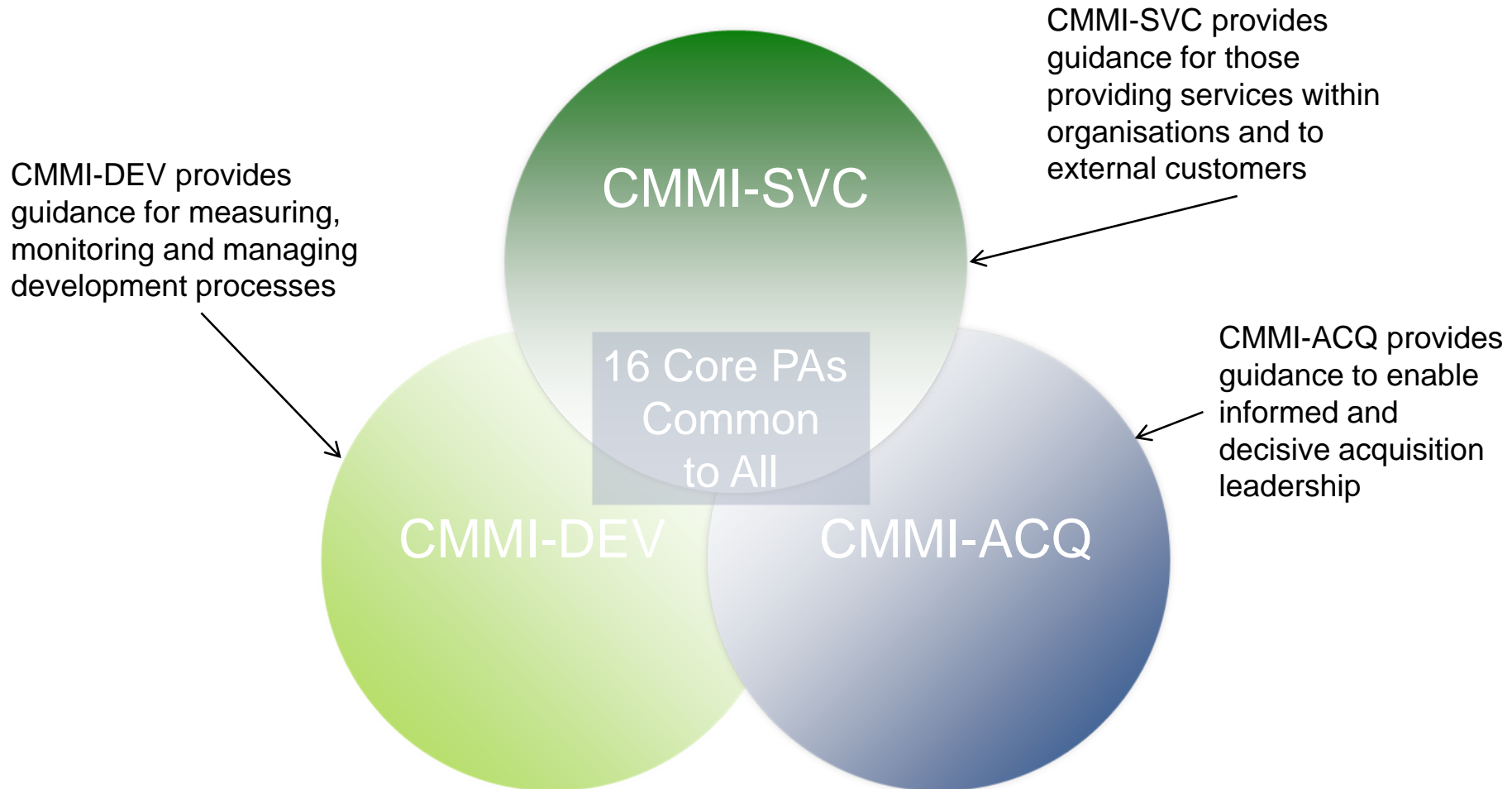
# CMMI® Models

“Capability Maturity Model  
Integration”

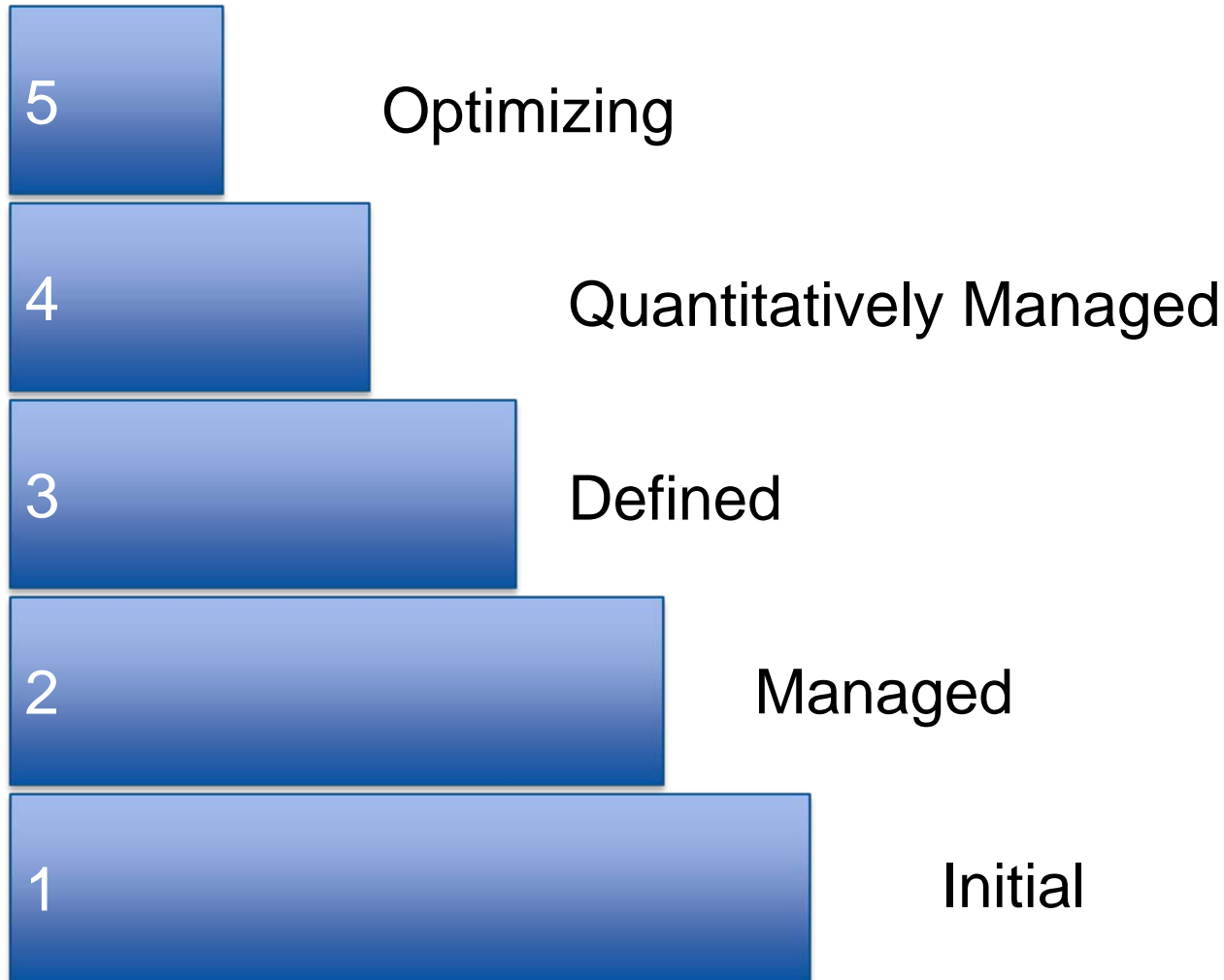


 Over 14,000 projects have been officially assessed in more than 2,600 organisations

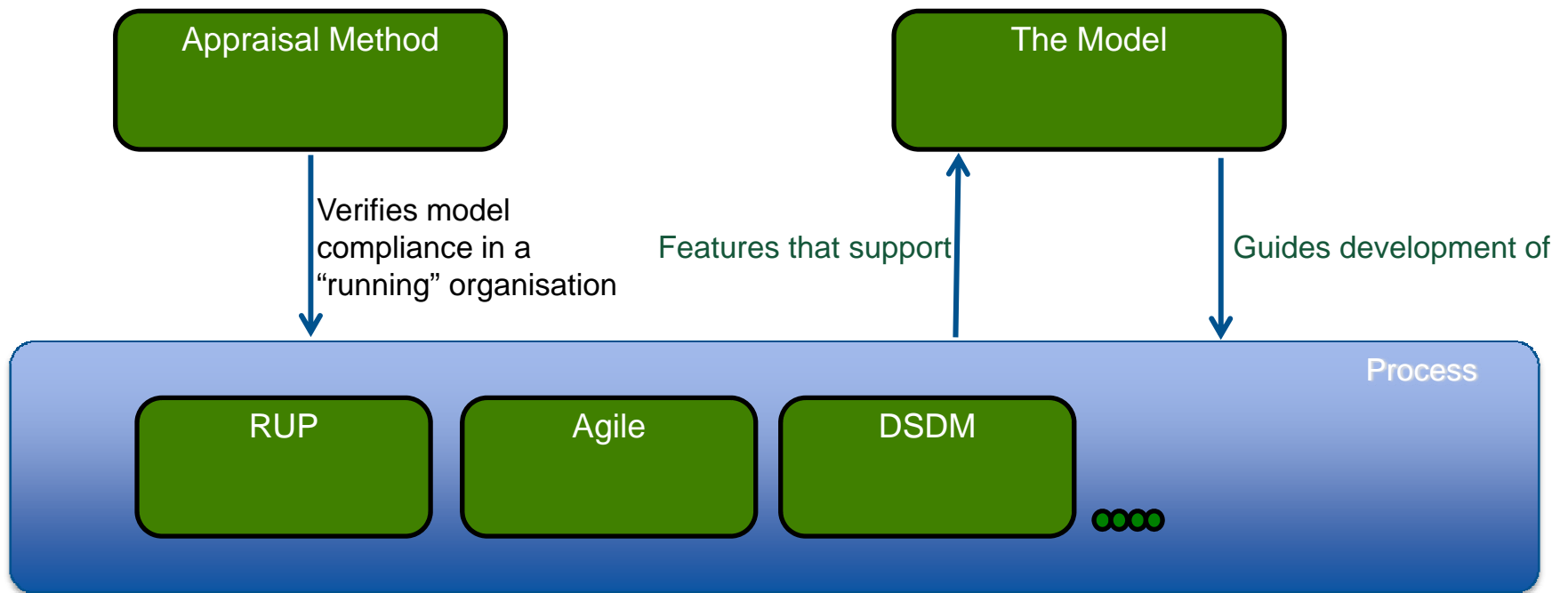
# CMMI® Architecture and Constellations



# CMMI® Maturity Levels – A Stepped Approach to Introducing Improvements



# CMMI® & Development Processes... how do they fit?





## CMMI for Services

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# What is it's purpose?

Provide you with a framework to properly manage, establish and deliver services.

# Perspectives for the presentation

A Service – an intangible, non-storable product

There is an implied ongoing relationship between the service provider and the service consumer governed by service agreements

**The scope is not limited to Information Technology: services can be delivered in health care, defence, finance and transport, for example.**

# Caveat Emptor

The CMMI-SVC model has only been released in draft. However, several successful pilots have been conducted (in IT, Education and Healthcare) and the release date for the first full version has been set for March 2009.

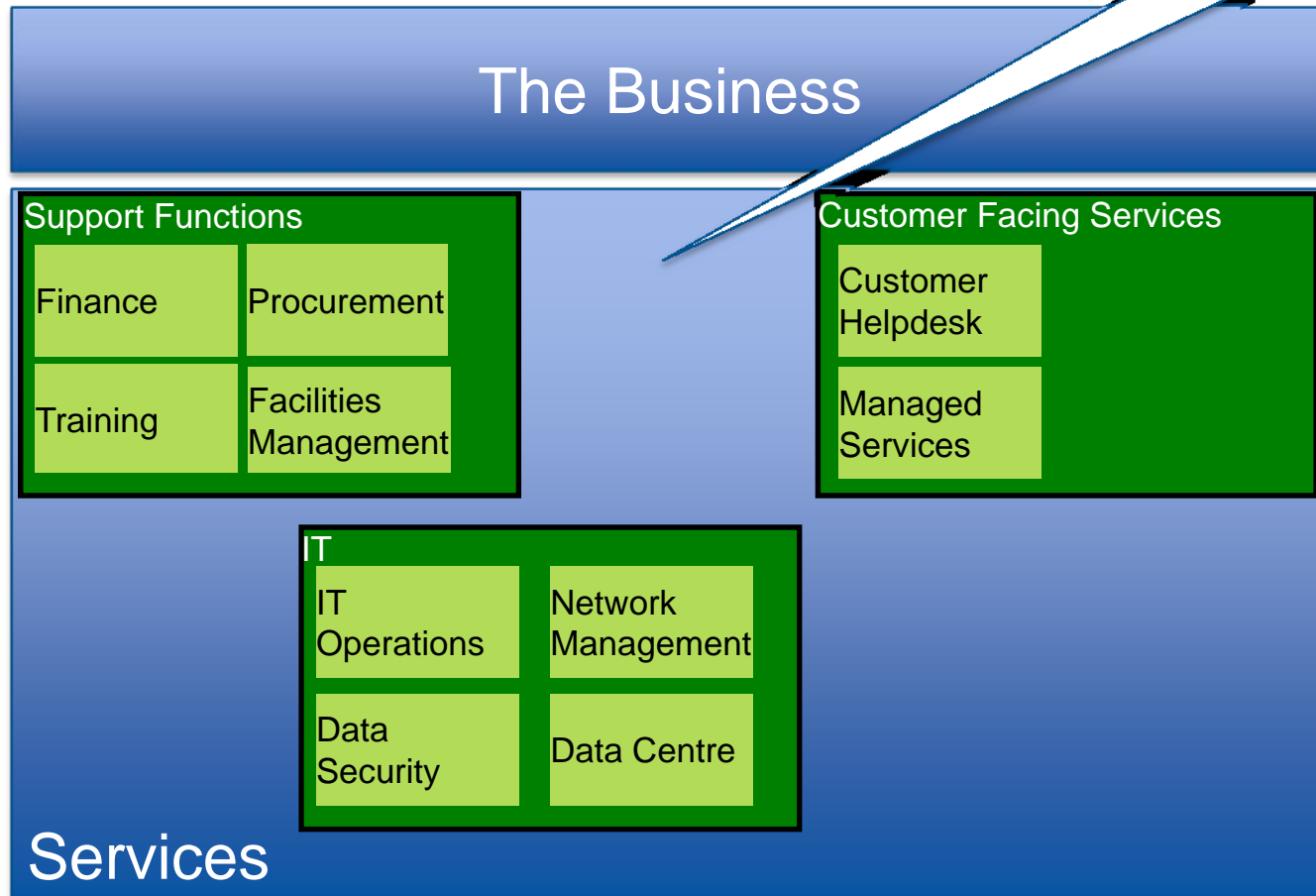
# Why is CMMI-SVC needed?

- Services account for 75%<sup>1</sup> of the UK economy
- Organisations have tried to use the CMMI-DEV model for process improvement of services, with and without ITIL, but the fit is far from perfect.
- Acquiring organisations have tried to use the CMMI-DEV model to benchmark the capability of potential service suppliers, but there are numerous interpretation issues.
- Other improvement models exist but they usually lack a rigorous appraisal method.

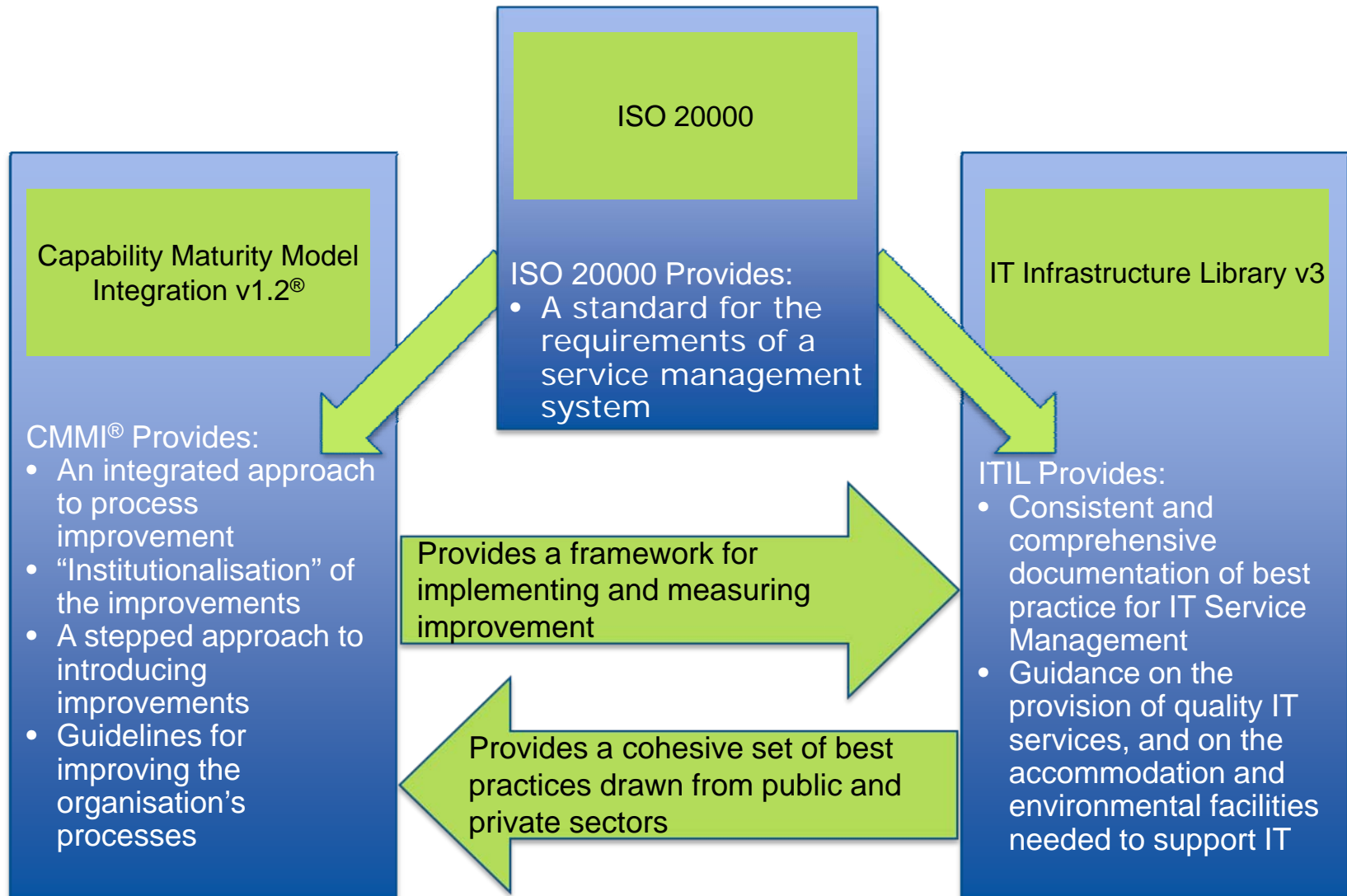
<sup>1</sup> Source: Office for National Statistics, [www.statistics.gov.uk](http://www.statistics.gov.uk)

# CMMI® Services – not just for IT

The CMMI® Services framework can be used to improve any of these functions and services



# CMMI® Services is complementary to ITIL



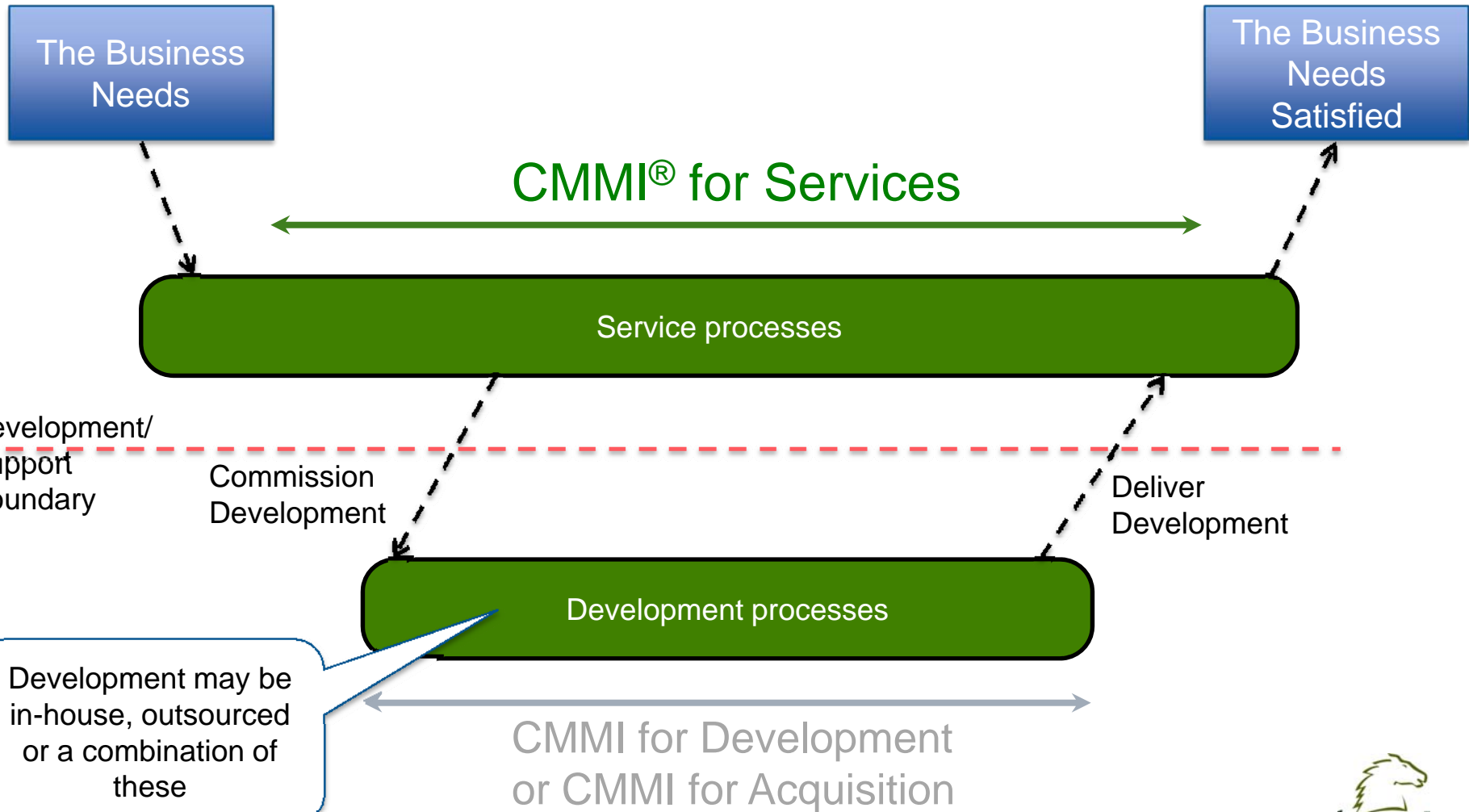
# CMMI and ISO20000

- ISO 20000 is a standard for the requirements of a service management system. It can complement CMMI for services, or vice versa.
- With CMMI-DEV + CMMI-SVC in the same organisation there is a synergy benefit: single framework, single approach, common language etc
- But ISO 20000 does not provide a way to measure improvement ...
- Since CMMI can provide a framework to support implementation against any standard, some of our clients have used a tailored version of CMMI-DEV within their service teams to interpret ISO 20000.

# Key Advantages of CMMI<sup>®</sup> Service over other models

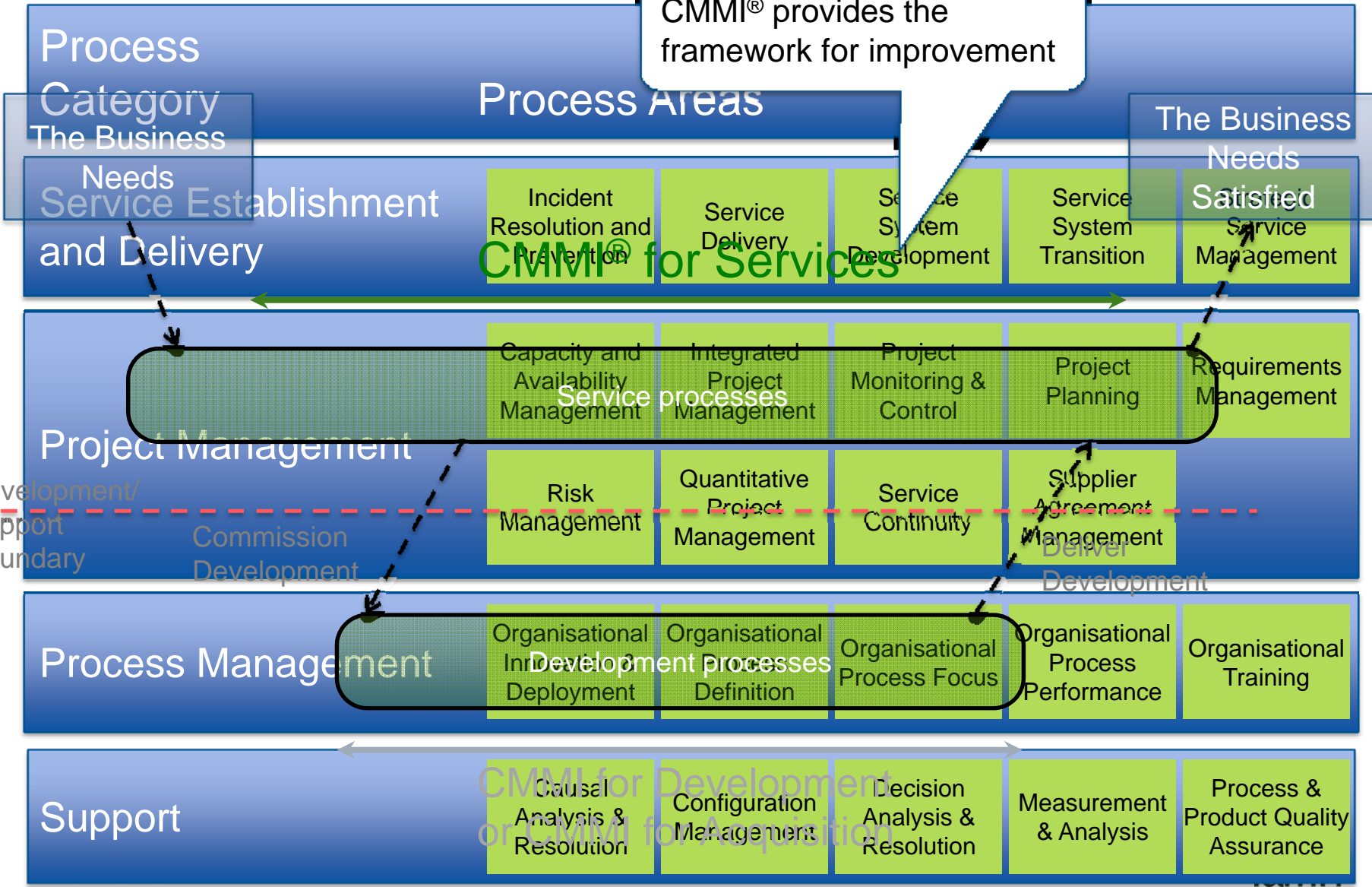
- CMMI-SVC has been developed with the benefit of experience gained in implementing other models and standards, including:
  - CMMI-DEV, ISO 20000, BS 15000, COBIT, ITSCMM
- Strong practice based guidance for embedding working practices into the fabric of the organisation.
- Model is structured to provide a proven process improvement route using maturity levels.
- SCAMPI appraisals are robust, dispassionate and repeatable and now have strong oversight from an independent 3<sup>rd</sup> party.

# Improve Your Capability

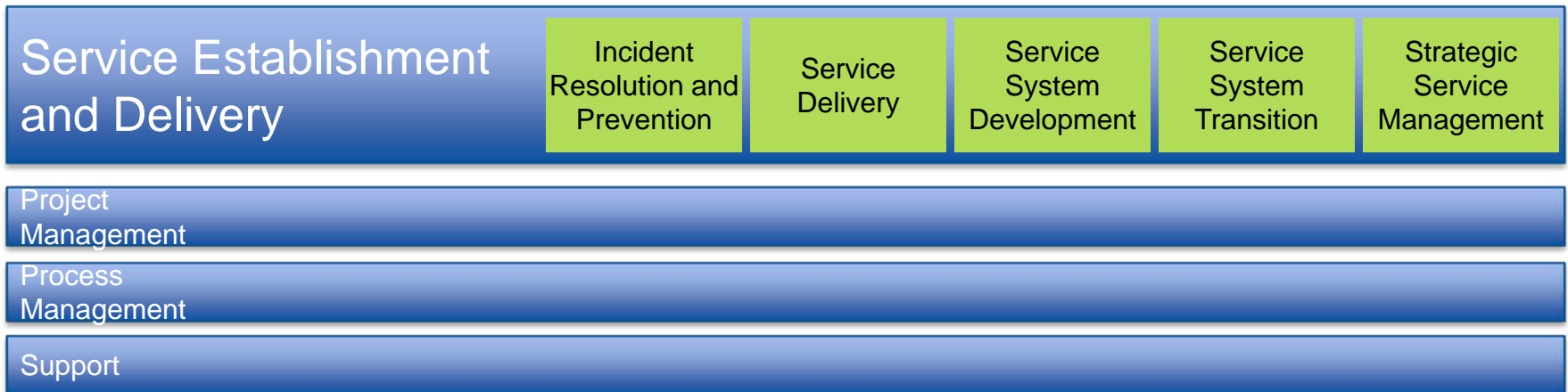


# CMMI® for Services Model

CMMI® provides the framework for improvement



# Focusing on the Service Establishment and Delivery Process Areas



# Focusing on the Service Establishment and Delivery Process Areas

## Incident Resolution and Prevention

handling what goes wrong and preventing it going wrong in the first place, if you can



# Focusing on the Service Establishment and Delivery Process Areas

## Service Delivery

setting up agreements, taking care of service requests and operating the service system



# Focusing on the Service Establishment and Delivery Process Areas

## Service System Development

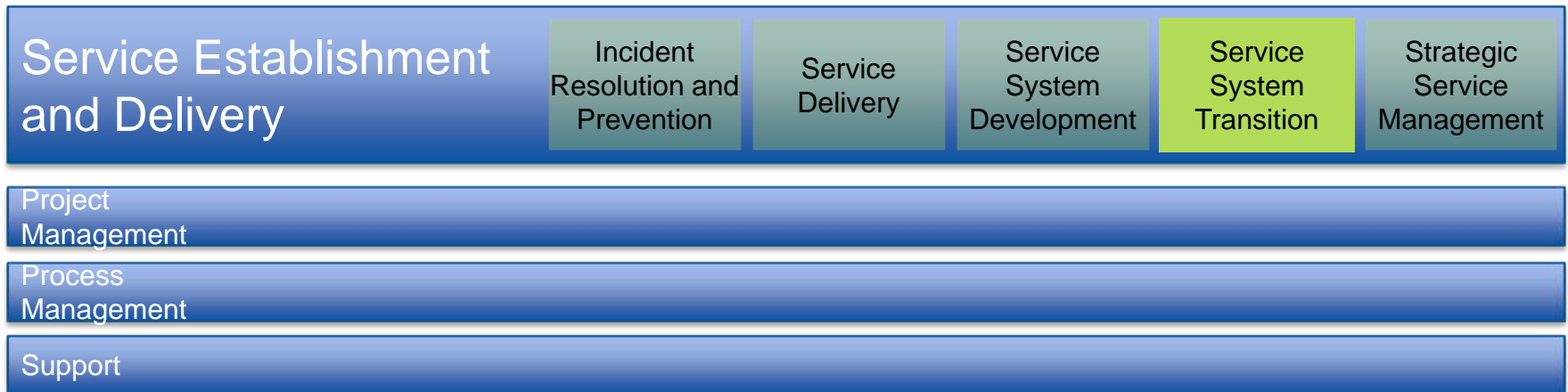
making sure you have everything you need to deliver the service, including people, processes, consumables and equipment



# Focusing on the Service Establishment and Delivery Process Areas

## Service System Transition

getting new systems in place, changing existing systems, retiring obsolete systems, all while making sure nothing goes terribly wrong with the service delivery



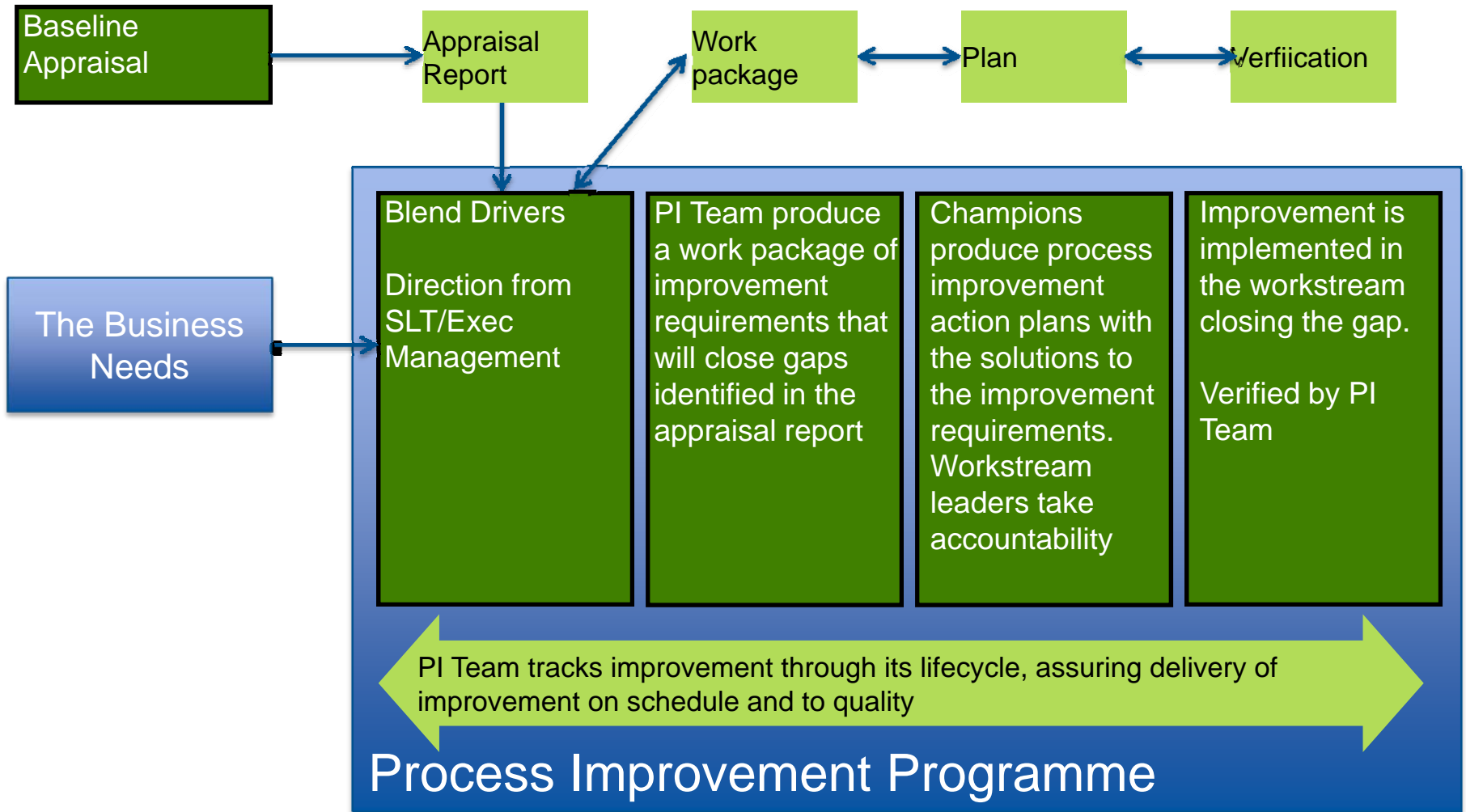
# Focusing on the Service Establishment and Delivery Process Areas

## Strategic Service Management:

deciding which services you should be providing, making them standard and letting people know about them



# Making it happen – The Lamri Approach



# Current status of CMMI® for Services

- First full release in March 2009
- Pilots
  - A number of pilot appraisals conducted in US and Europe
- Training
  - ***Pre-release training courses have been launched in the US and Europe (9<sup>th</sup> December in London)***
  - ***Public offerings in the UK will begin 2Q 2009***

# Find out more....

Get more information about CMMI-SVC

- CMMI web page <http://www.sei.cmu.edu/cmmi/>
- CMMI for Services Public Workspace (<http://bscw.sei.cmu.edu/pub/bscw.cgi/0/424939>) has
  - Q&As and notices
  - Information on joining CMMI-SVC information email list
  - Presentations on CMMI-SVC

Write to [cmmi-comments@sei.cmu.edu](mailto:cmmi-comments@sei.cmu.edu) with comments and questions

When in doubt, contact SEI Customer Relations: [customer-relations@sei.cmu.edu](mailto:customer-relations@sei.cmu.edu)

Use this address to request the current draft or join the email alias



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## CMMI® for Acquisition (and outsourcing)

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# What is it's purpose?

Provide you with a framework to properly prepare for, engage with and manage suppliers.

# Perspectives for the presentation

To outsource – to move an activity or package of work you already do to a third party provider

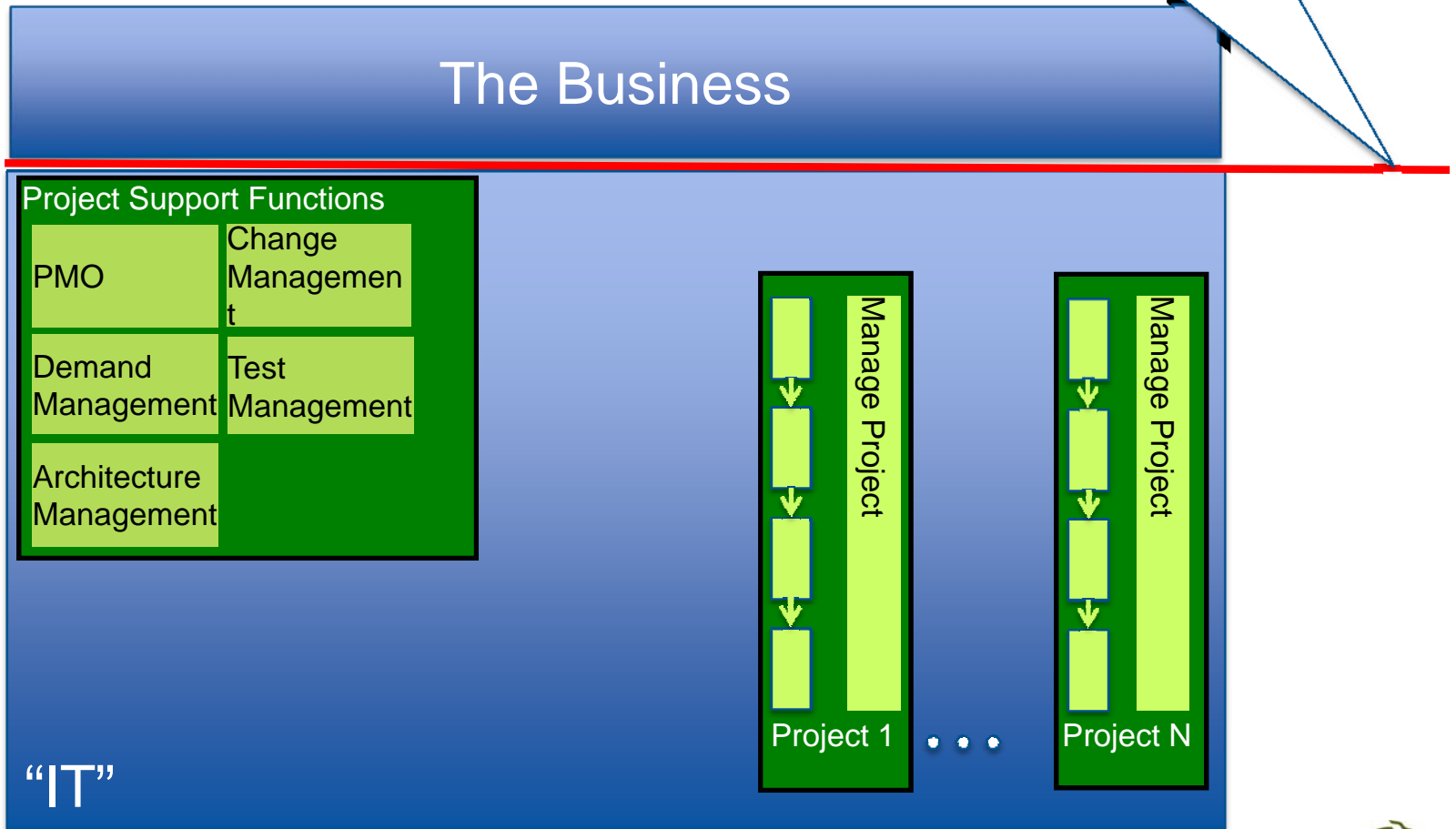
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This is a fuzzy line

To acquire – to commission a new package of work or project on a third party provider

**Third party provider can be a separate internal group**

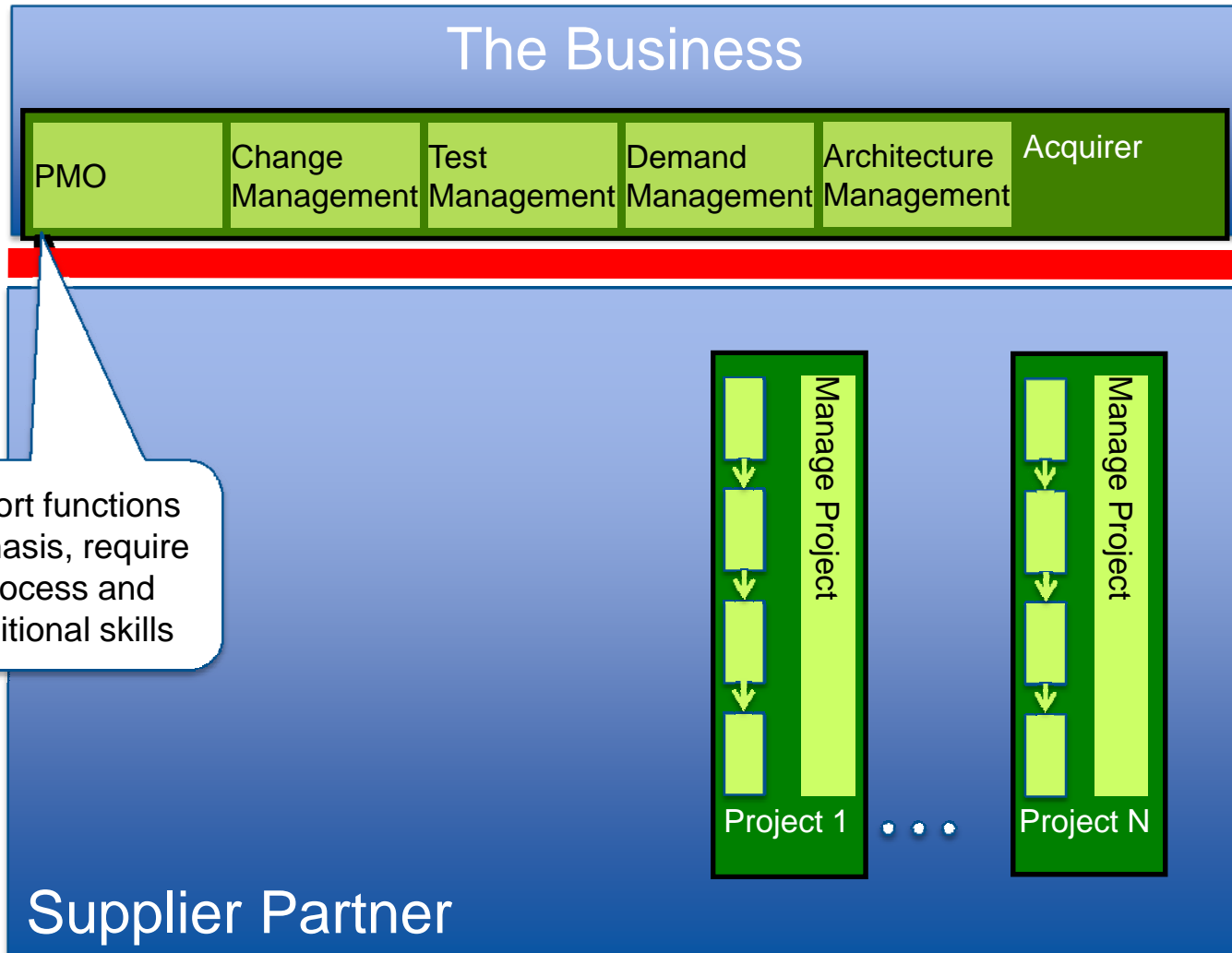
# If we are Outsourcing...

Doesn't outsourcing our IT mean our supplier will be responsible for everything below this line?



# After Outsourcing

Still require an 'IT' buffer  
in-house: manage  
business demand,  
commission/specify  
projects,  
manage their delivery,  
receive and test the  
deliverables

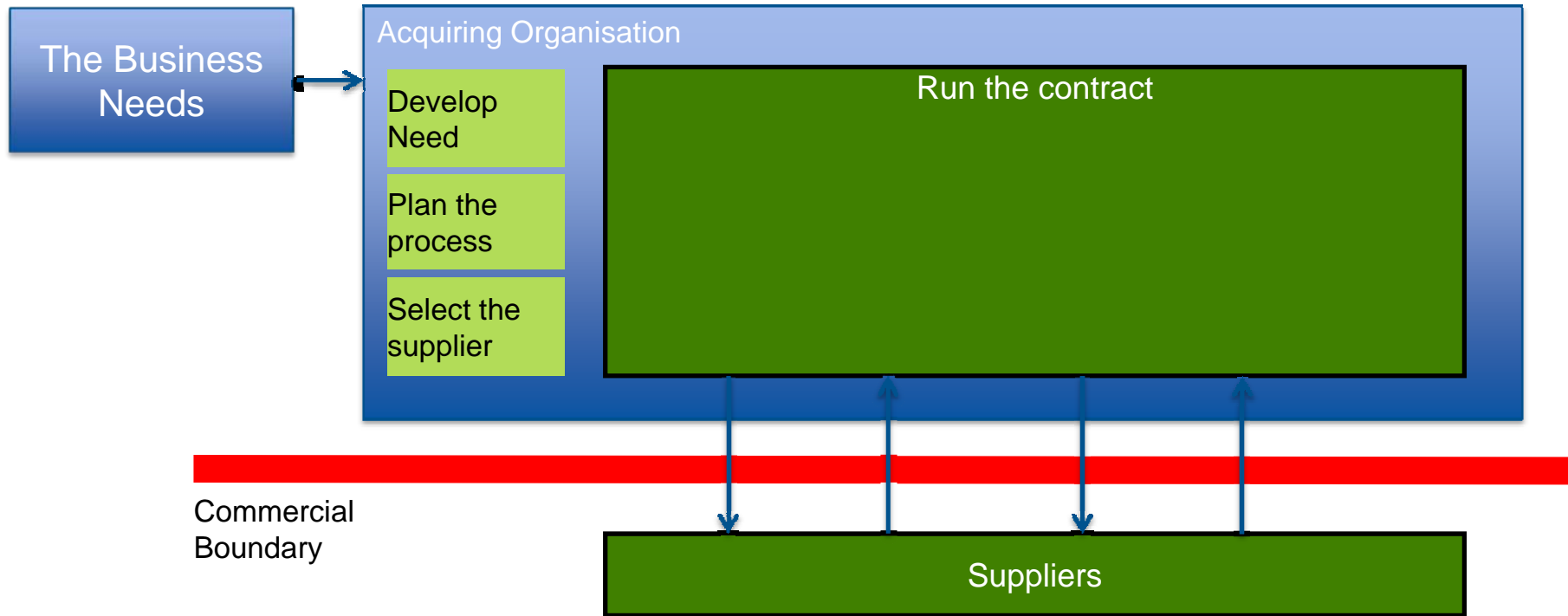


Commercial  
Boundary

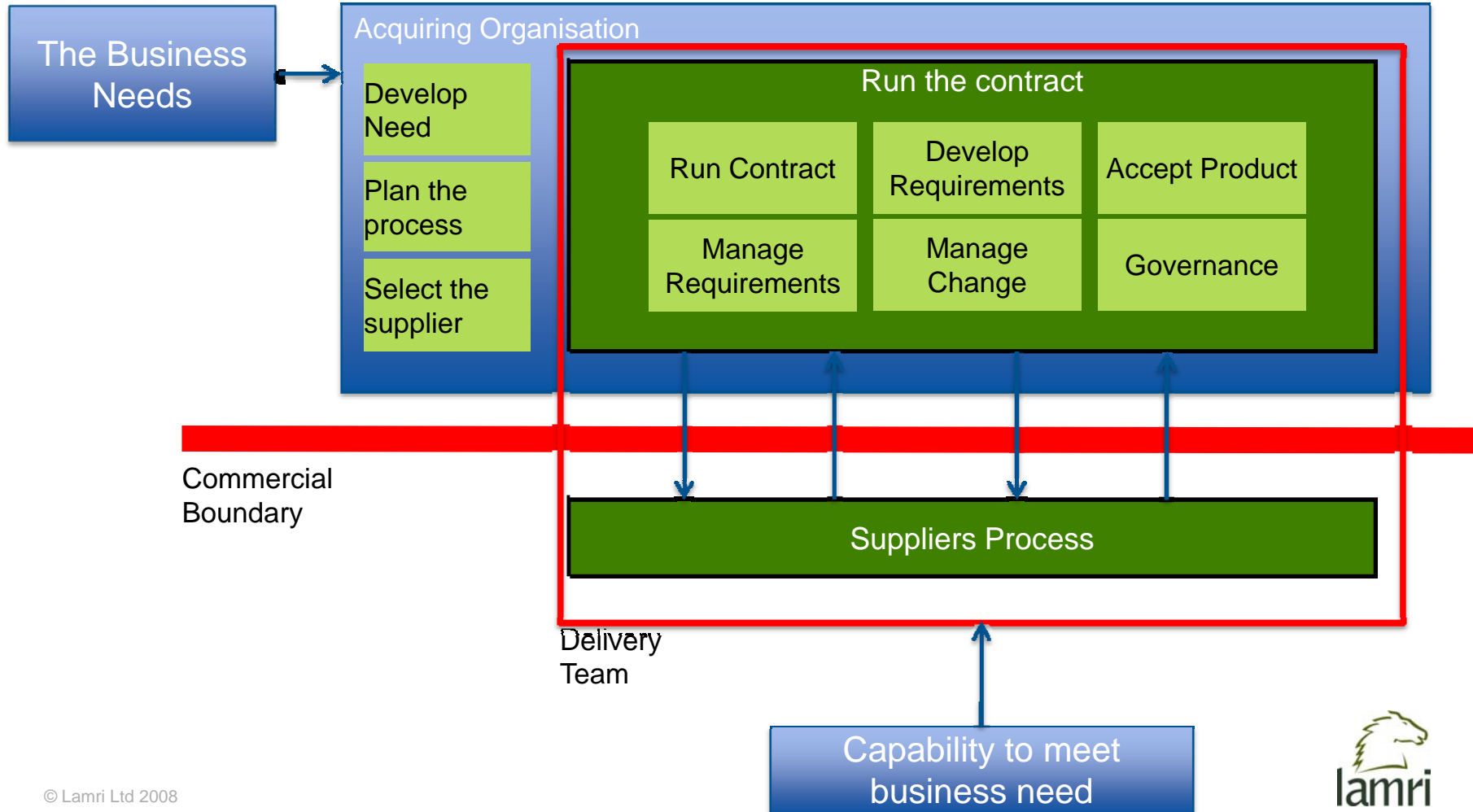
Project support functions  
change emphasis, require  
modified process and  
different/additional skills

Supplier Partner

# If we are Acquiring...



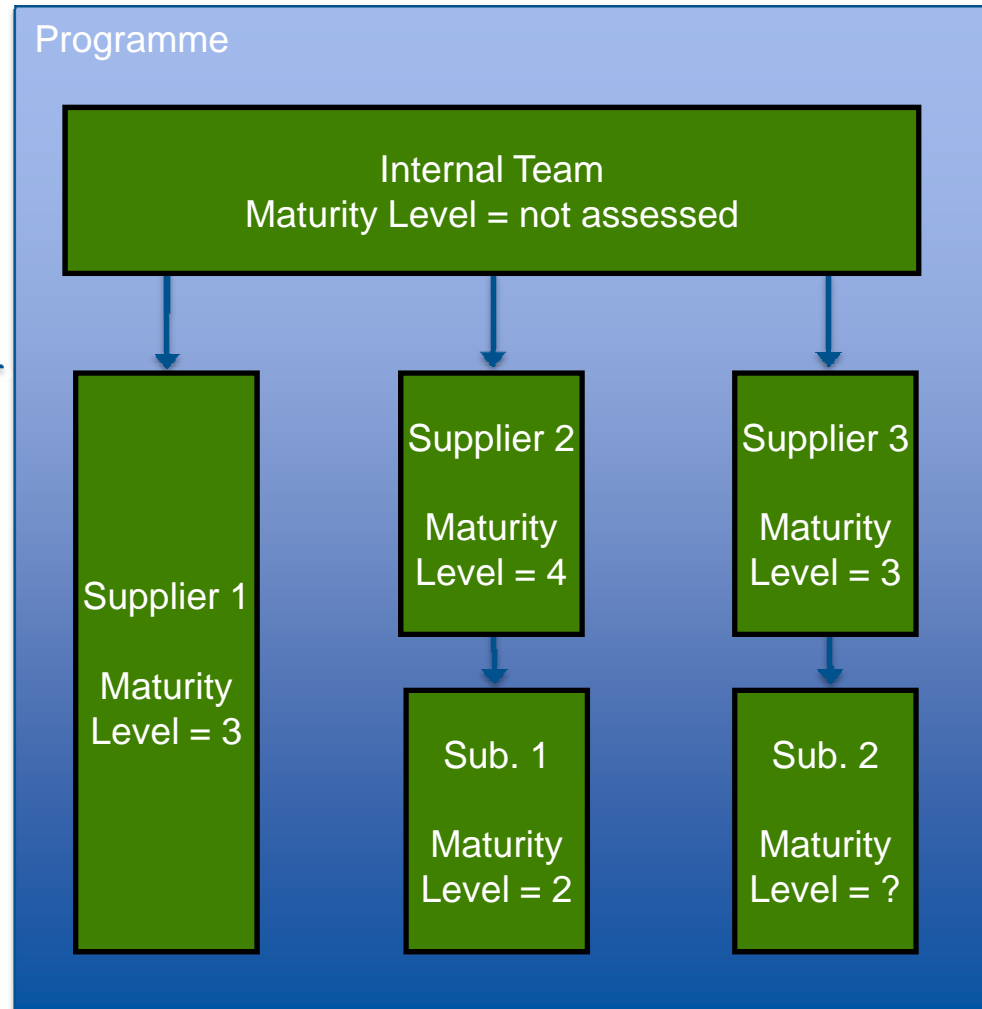
# Take a closer look



# A Programme Capability

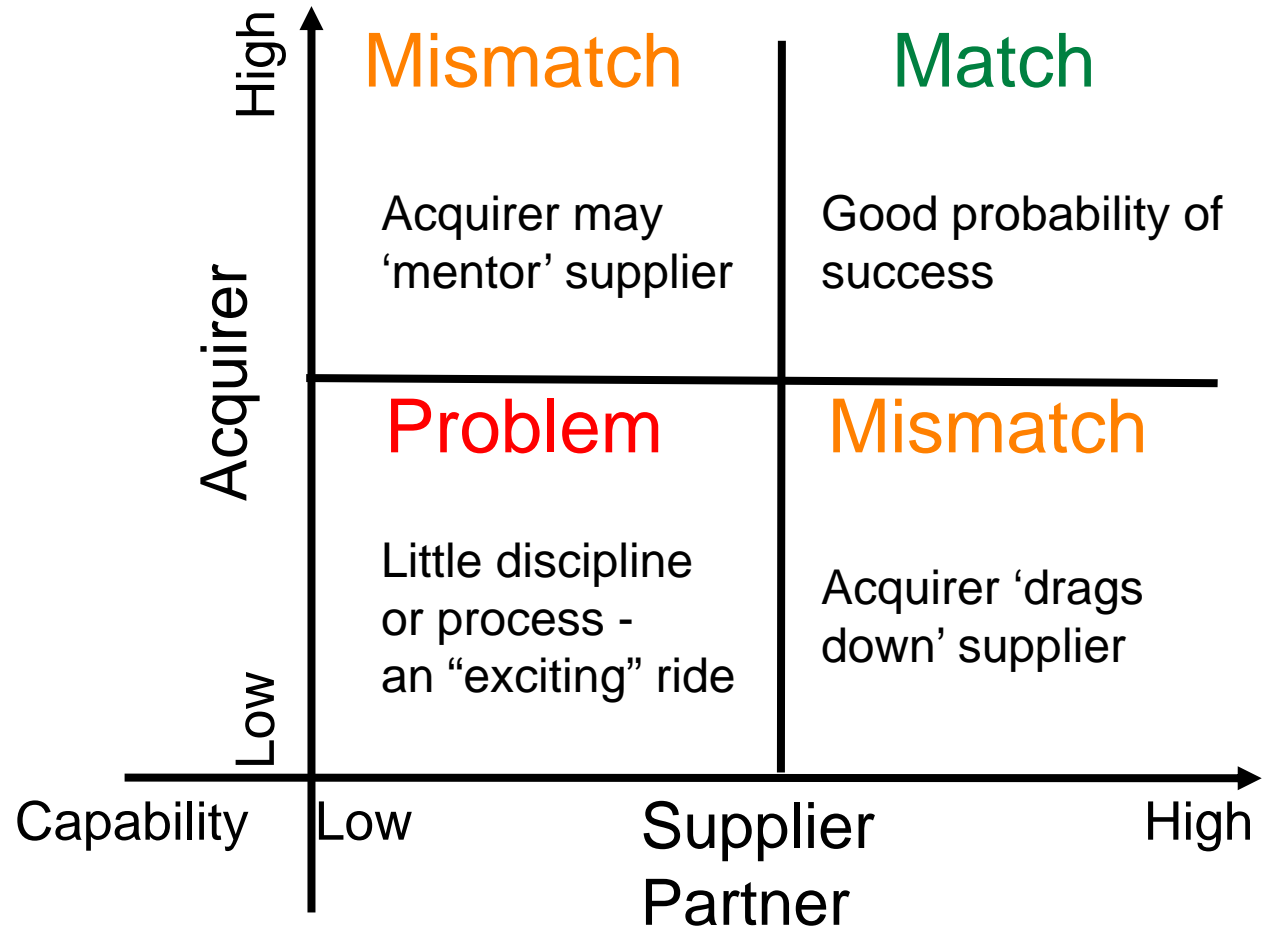
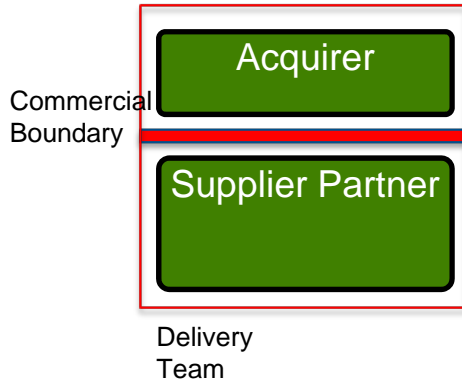
What's the Maturity of the Programme?

$$?+3+4+2+3+? = ?$$

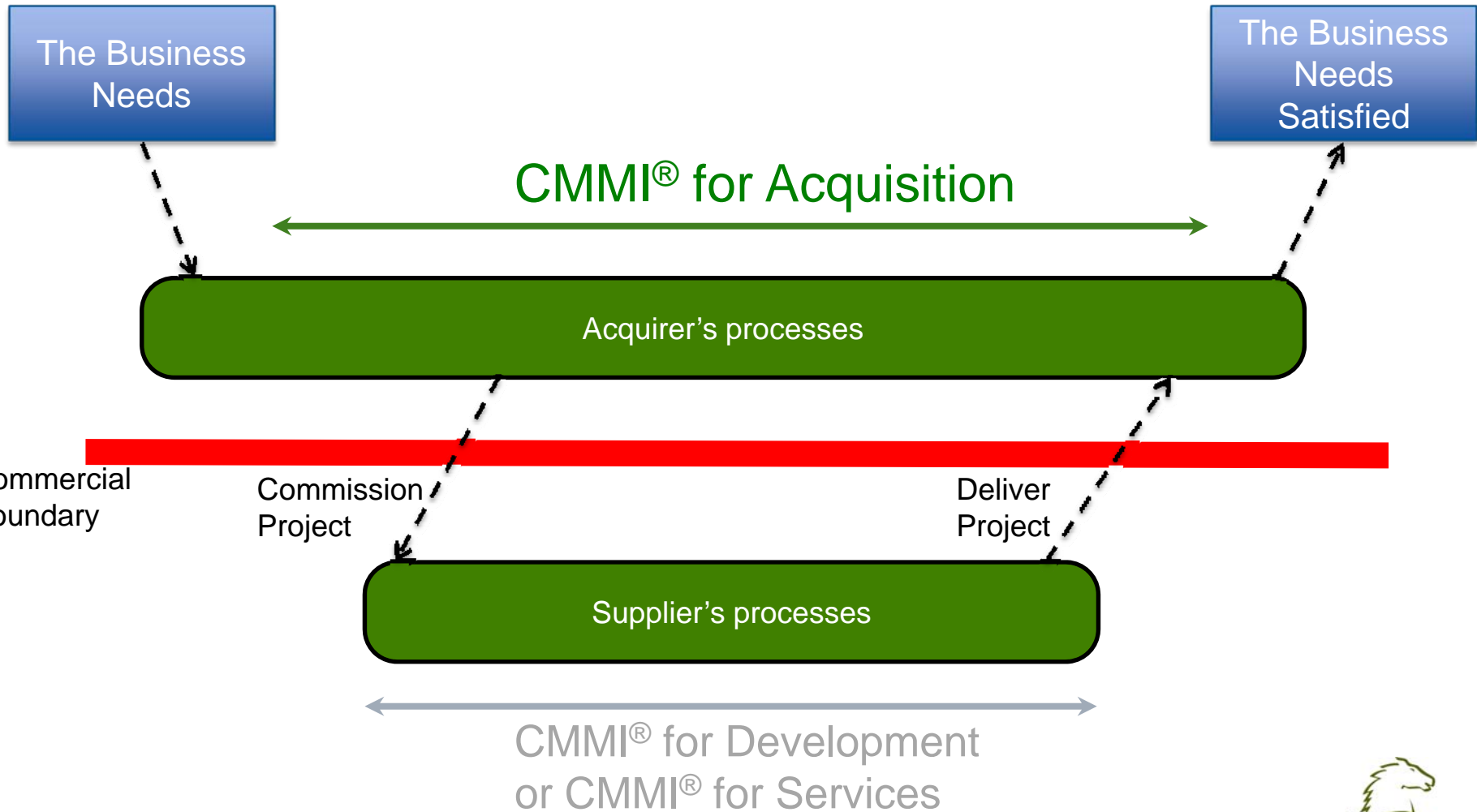


How confident would you feel about delivering this Programme?

# Assure the value of the relationship – match capabilities

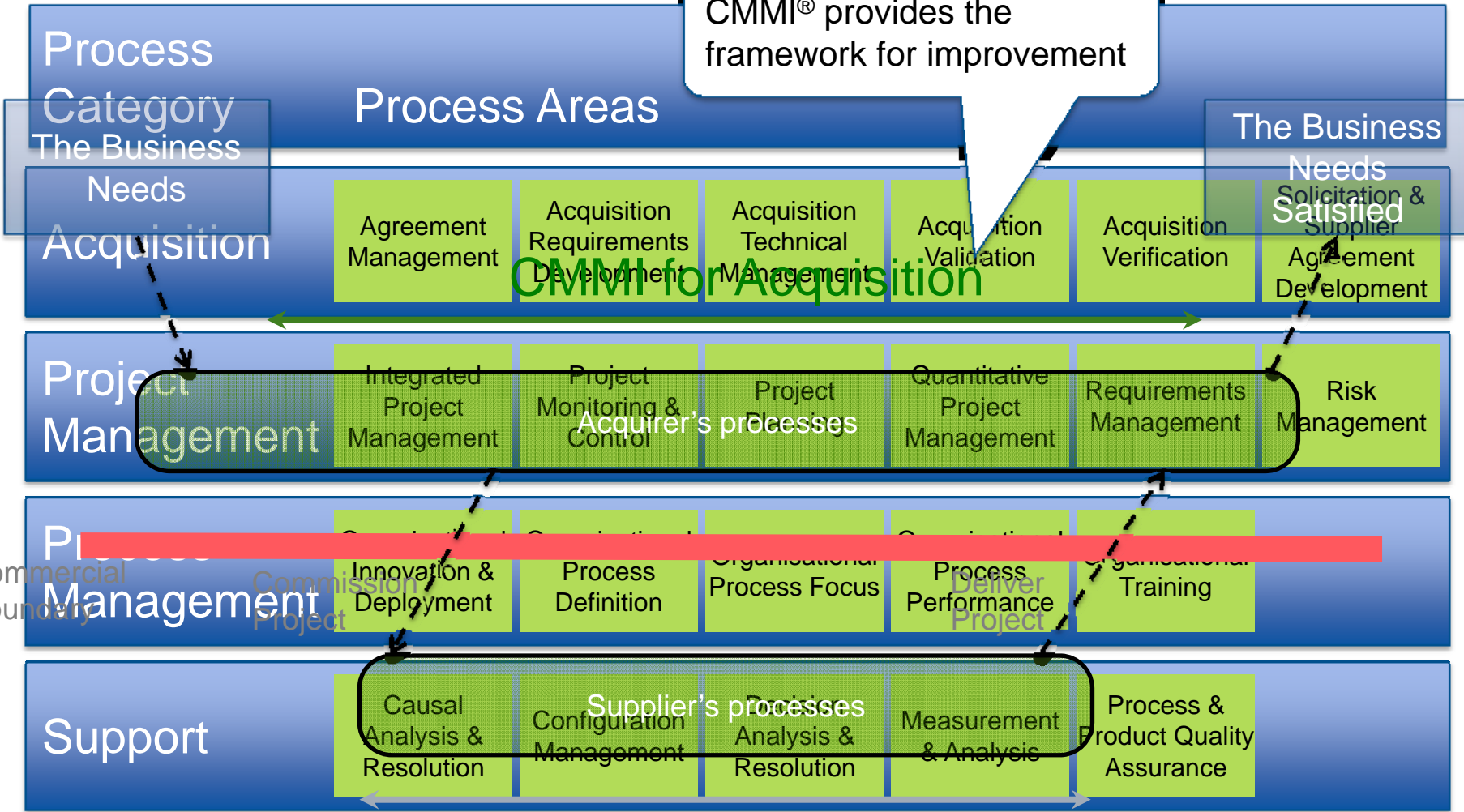


# Improve your capability



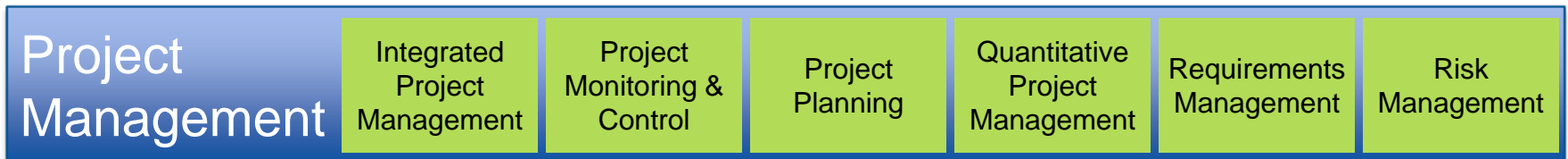
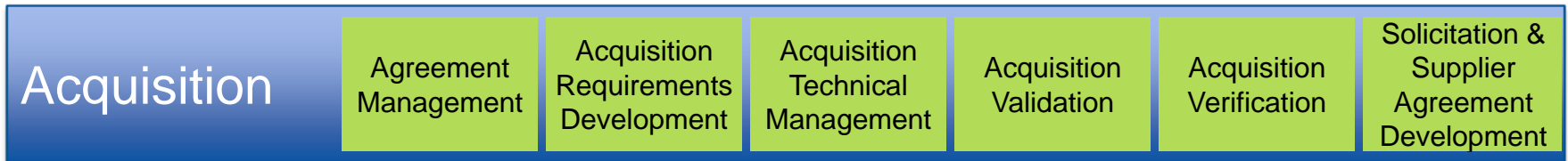
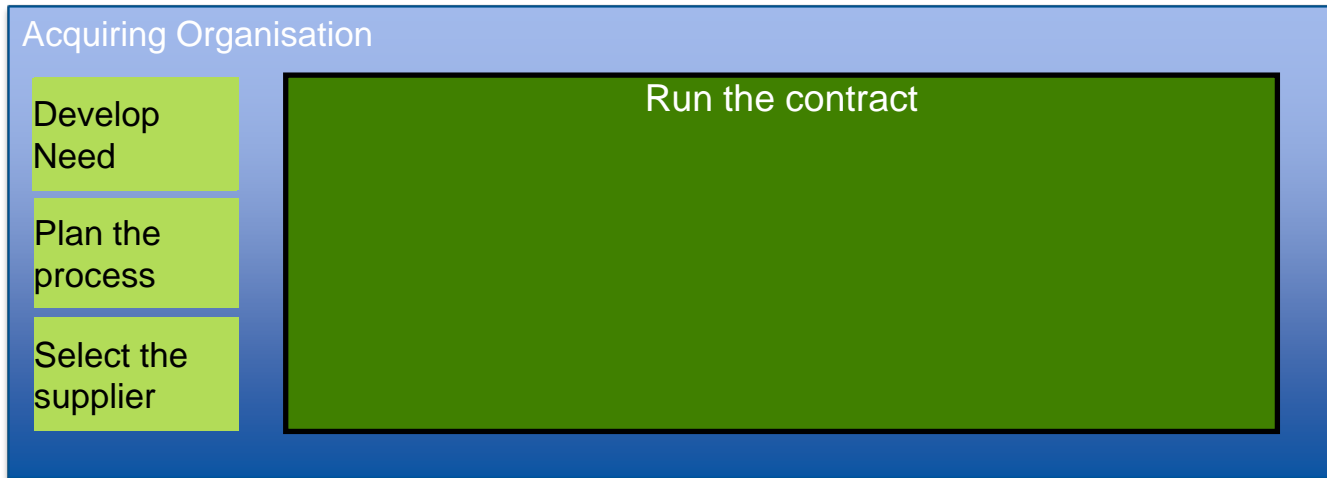
# CMMI® Acquisition Model

CMMI® provides the framework for improvement

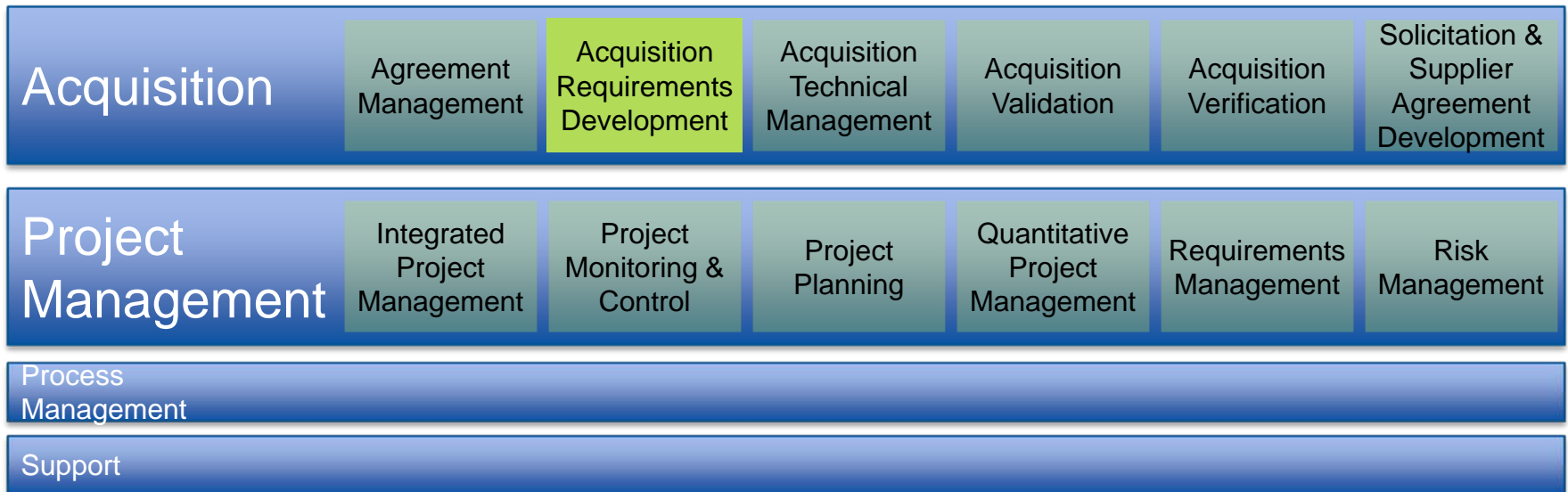
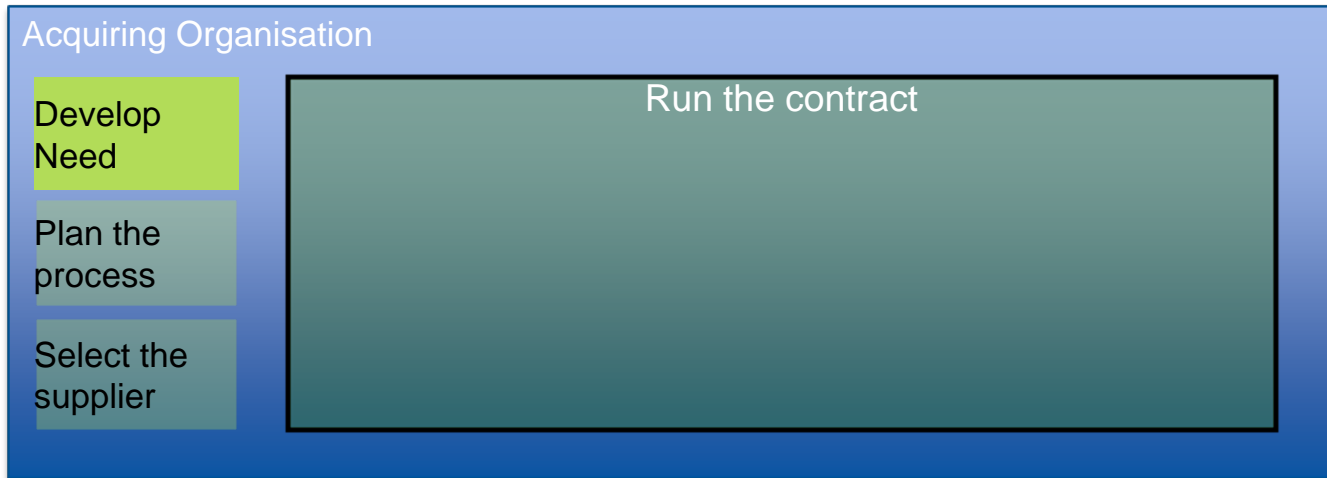


CMMI for Development or CMMI for Services

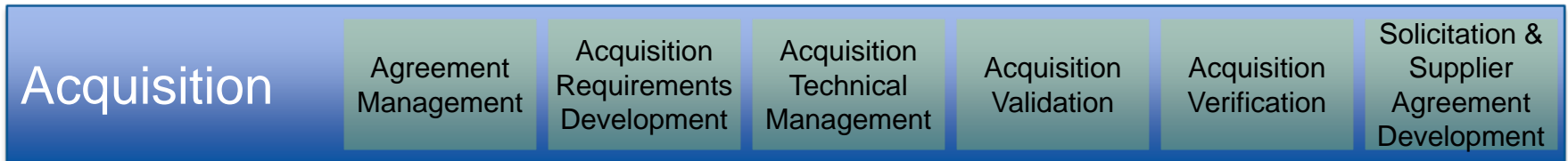
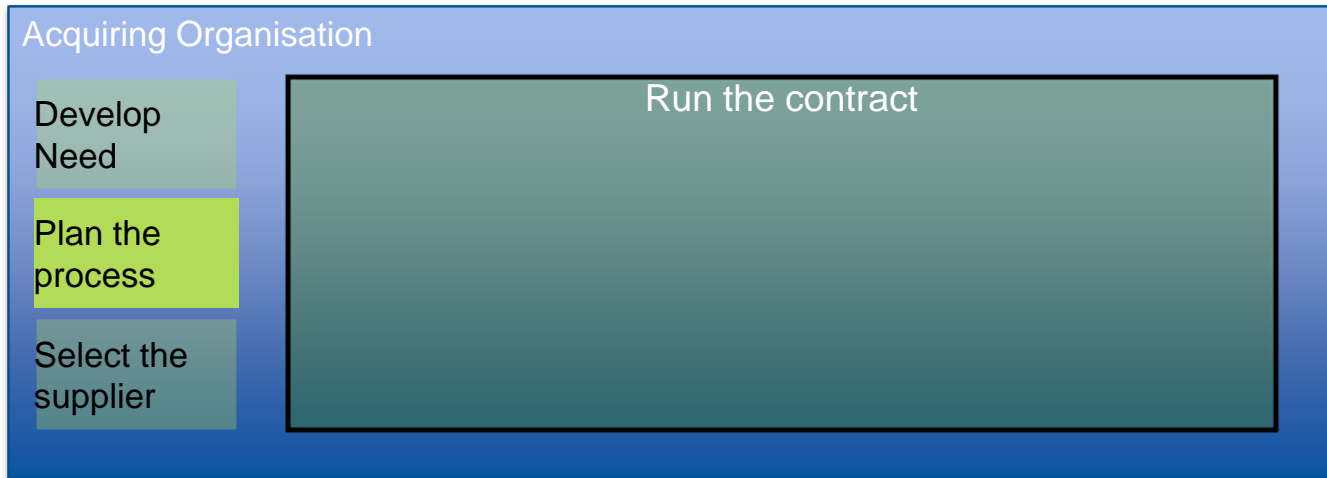
# Bringing this together...



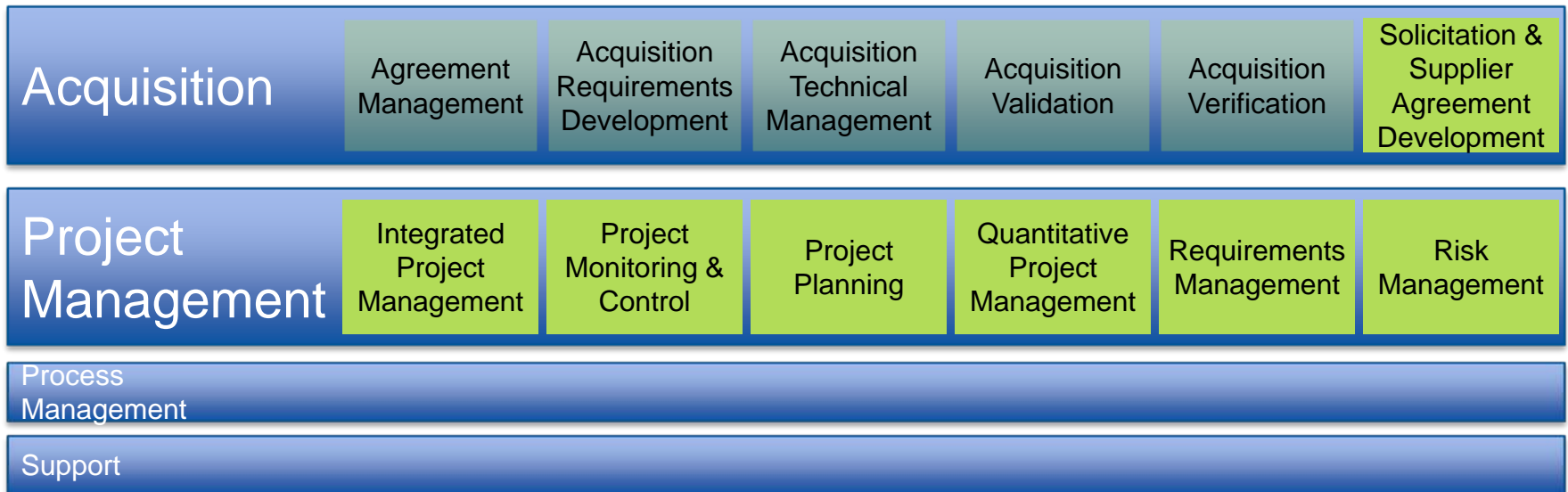
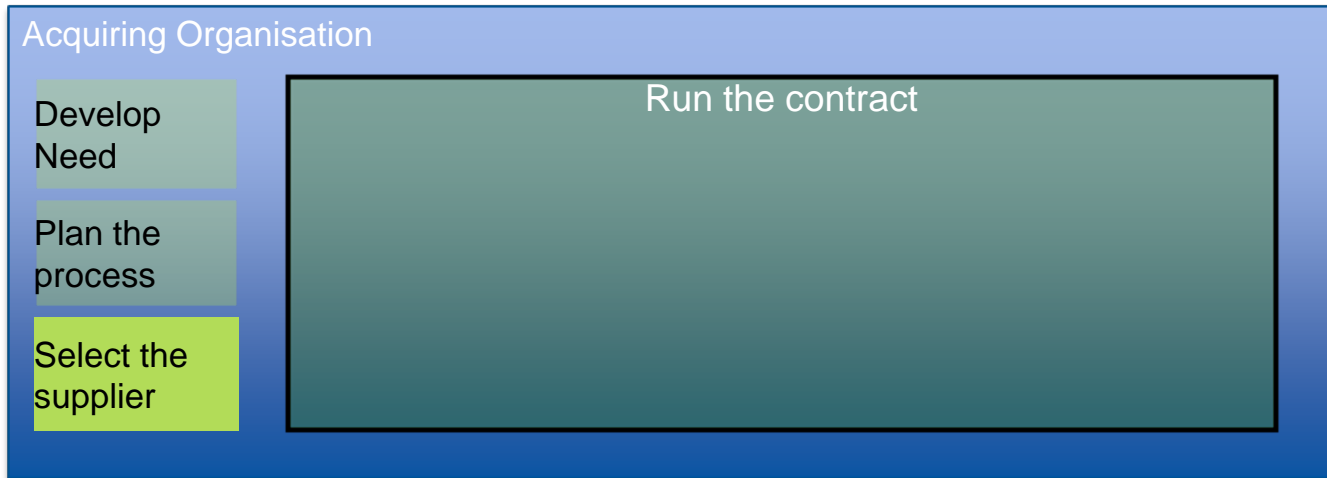
# Bringing this together...



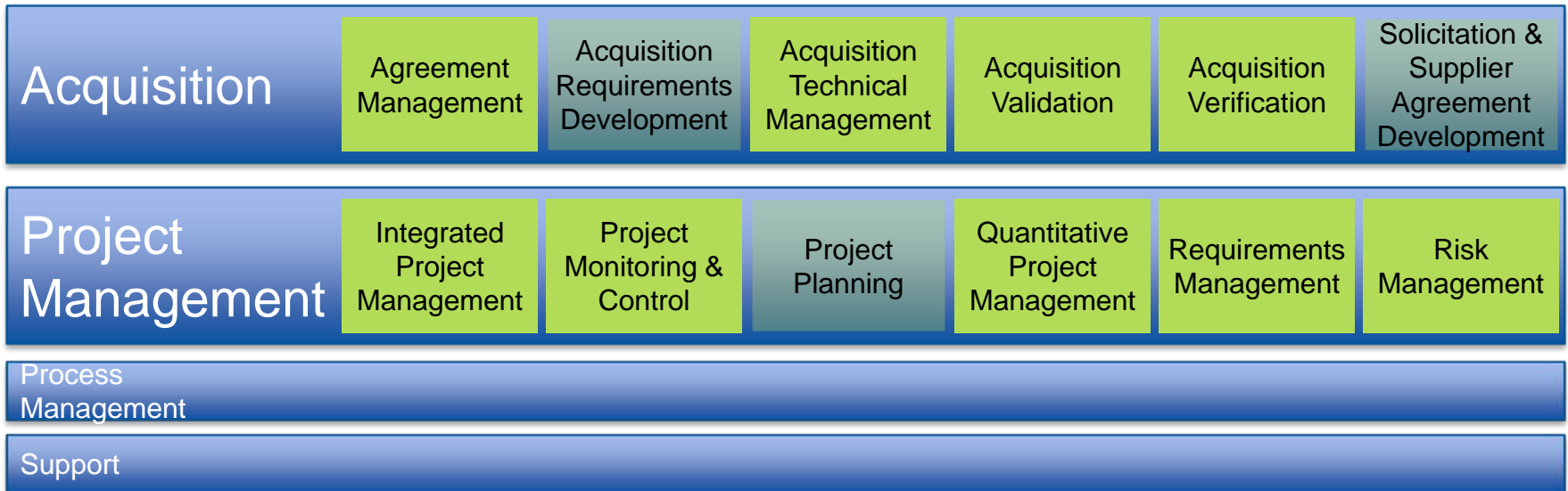
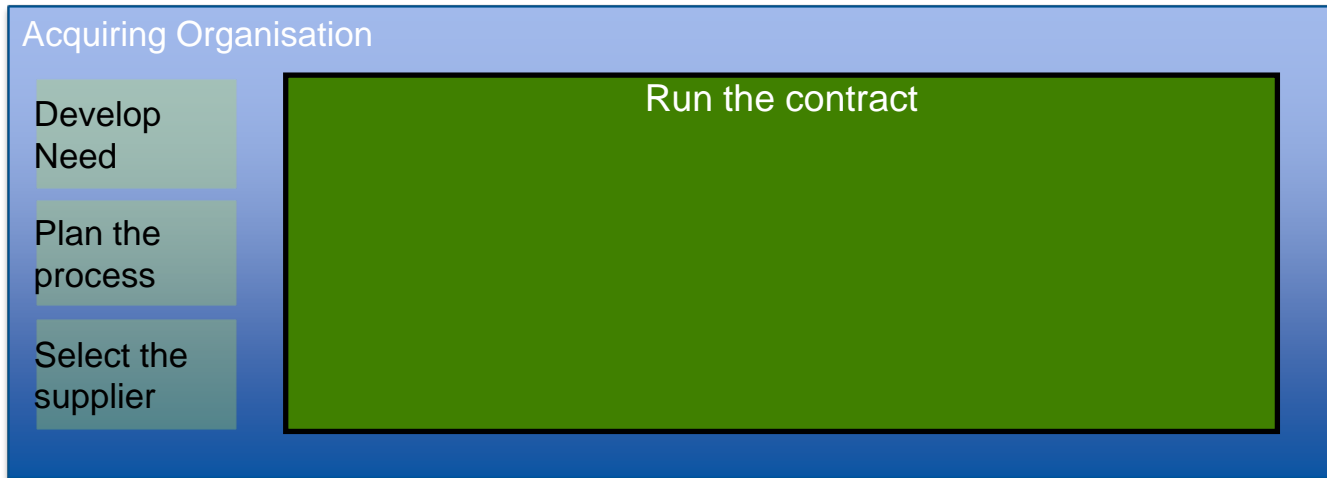
# Bringing this together...



# Bringing this together...



# Bringing this together...



# Why should I be interested?

“Less than 50% of outsourcing meets financial objectives. The outsourcing of many business processes besides software development also has the same less-than-stellar results.

Forrester reports the top three causes of outsourcing failure are:

1. No process for specifying the work to be done
2. Poor project management
3. No metrics for measuring success”

*Source: “The Art of Project Management”, University of California, Santa Cruz*

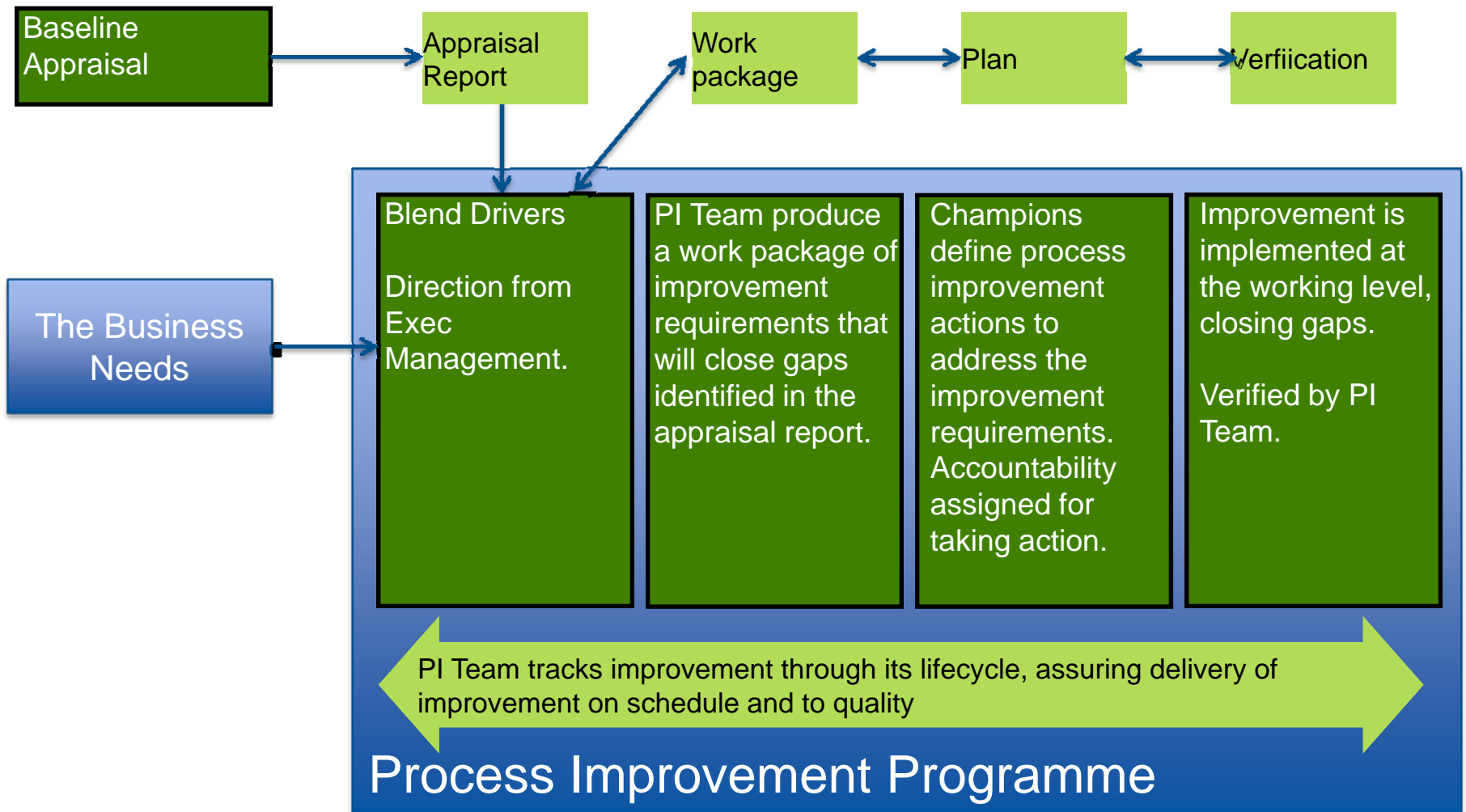
“A survey by Proudfoot Consulting of almost 1,000 senior executives in nine countries – 150 of them in Britain – found that 38 per cent of UK firms were unhappy with their outsourcing experience.”

*Source: [www.management-issues.com](http://www.management-issues.com)*

“ ... a government agency that, with much fanfare, entered into a deal with an IT services provider, to which many of the agency’s staff were subsequently transferred. Six months into the contract, it became apparent that some departments within the agency were still vehemently opposed to the idea and had found ways to order equipment and services from elsewhere. Thanks to a fixed-price contract, the agency was paying nearly double what it could have been for services it was no longer able to provide in-house. The deal had to be re-negotiated at even greater cost.”

*Source: The Economist, 16<sup>th</sup> December 2005*

# Making it happen – The Lamri Approach





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