



CMMI Based Appraisal

So Why Do a CMMI based Appraisal?

Organisations that have made the investment in process improvement based on CMMI have realised significant, tangible benefits. These have been reported in cost, schedule, quality and customer satisfaction areas. Real figures can be found in the SEI report 'Demonstrating the Impact and Benefits of CMMI®: An Update and Preliminary Results' (Document number: CMU/SEI-2003-SR-009). Examples from this report include:

- 33% decrease in the average cost to fix a defect
- 20% decrease in unit software costs
- Release turnaround time reduced by half
- Only 2% of all defects found in the deployed system

A CMMI based appraisal is much more than a 'Healthcheck' it has a number of key features that deliver clearer empirical information for driving a process improvement programme:

Confidential

Nothing in the final findings or supplied materials is attributed to any appraisal participant. All appraisal team members and participants are governed by strict confidentiality, which encourages the participants to openly share their view of the real world resulting in a more accurate picture of the organisation's strengths and weaknesses, and a stronger basis for improving.

Consensus

No results will appear unless they have been corroborated by at least 2 participants or documented evidence, and then only if a consensus has been reached by the whole appraisal team.

Objective

By assessing against a standard improvement model the appraisal team will provide a more consistent result than one based on their own interpretation of best practise.

Repeatable

The SEI have worked hard to define a consistent approach with clear appraisal rules. Lead Appraisers are highly trained in understanding and applying the same approach to every appraisal. This provides the confidence that any subsequent appraisals will be performed in the same way, against the same objective criteria contained within CMMI®

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The CMMI Appraisal Process

So you've decided to undertake a CMMI® based appraisal but what happens next? Well, the appraisal process follows 4 key stages, with the timeframe for the whole appraisal dependant upon the appraisal scope.

Plan the Appraisal

The planning stage is carried out by the Appraisal Team Lead assisted by individuals from the organisation undergoing the appraisal. First the most appropriate class of appraisal is selected before the appraisal scope is identified and agreed. Next the appraisal team is selected. The Appraisal Team usually consists of between 4 and 9 members made up from individuals who are both internal and external to the organisation. Finally the schedule of who is to be interviewed when, where they are to be interviewed, when the final findings results are to be presented, etc is drawn up.

Prepare for Appraisal

In preparation for the Appraisal members of the team receive CMMI® training and then the whole team receive training on the appraisal process. Everyone taking part in the appraisal is then walked through the process, ensuring that the team clearly understand how to effectively execute the process.

Perform the Appraisal

The appraisal is launched with a meeting where all participants get to meet the assessment team and the sponsor publicly commits to the appraisal process. Then the data gathering exercise begins where the Appraisal Team collect data points against the model through a number of interviews. Data points are corroborated as the process moves forward and consensus across the whole appraisal team is reached on each data point. A draft version of the findings is produced and presented to the Appraisal Participants with a view to capturing and corroborating more data during the presentation. Any additional data is incorporated, corroborated and agreed before the final findings from the appraisal are drawn up.

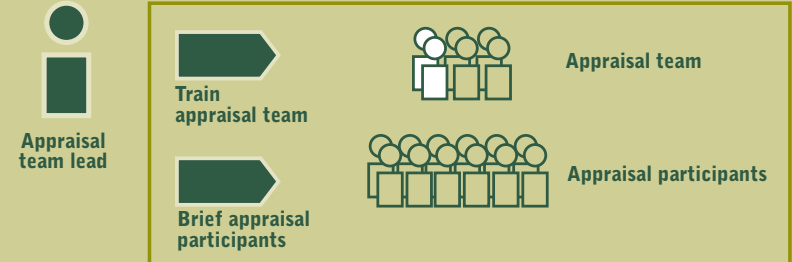
Present Appraisal Results

The final results from the appraisal are first presented to the Appraisal Sponsors and then to all of the Appraisal Participants. The appraisal ends with the lessons learnt from the appraisal being logged by the Appraisal Team.

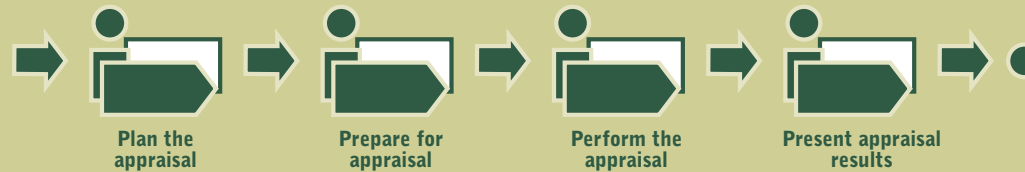
Plan the appraisal



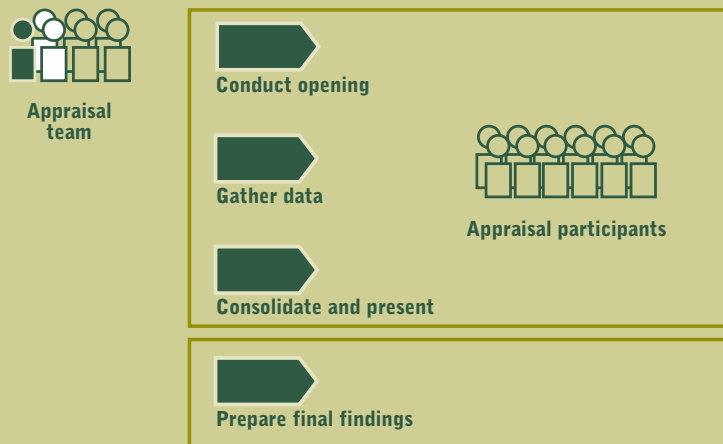
Prepare for appraisal



CMMI APPRAISAL PROCESS



Perform the appraisal



Present appraisal results

