CMMI for Acquisition, V1.3

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1 CAPABILITY LEVEL 1 (PERFORMED)

2 CAPABILITY LEVEL 2 (MANAGED)

3 CAPABILITY LEVEL 3 (DEFINED)

GENERIC GOALS AND PRACTICES

GG1
Achieve Specific Goals

The specific goals of the process area are supported by the process by transforming identifiable input work products into identifiable output work products.

GP1.1
Perform Specific Practices

Perform the specific practices of the process area to develop work products and provide services to achieve the specific goals of the process area.

GG2
Institutionalize a Managed Process

The process is institutionalized as a managed process.

GP2.1
Establish an Organizational Policy

Establish and maintain an organizational policy for planning and **performing the process.**

GP2.2
Plan the Process

Establish and maintain the plan for performing the process.

GP2.3
Provide Resources

Provide adequate resources for performing the process, developing the work products, and providing the services of the process.

GP2.4
Assign Responsibility

Assign responsibility and authority for performing the process, developing the work products, and providing the services of the process.

GP2.5
Train People
Train the people performing or supporting the process as needed.

GP2.6
Control Work Products

Place selected work products of the process under appropriate levels of control.

GP2.7
Identify and Involve Relevant Stakeholders
Identify and involve the relevant stakeholders of the process as planned.

GP2.8
Monitor and Control the Process

Monitor and control the process against the plan for performing the process and take appropriate corrective action.

GP2.9
Objectively Evaluate Adherence
Objectively evaluate adherence of the process and selected work products against the process description, standards, and procedures, and address noncompliance.

GP2.10
Review Status with Higher Level Management

Review the activities, status, and results of the process with higher level management and resolve issues.

GG3
Institutionalize a Defined Process

The process is institutionalized as a defined process.

GP3.1
Establish a Defined Process

Establish and maintain the description of a defined process.

GP3.2
Collect Process Related Experiences

Collect process related experiences derived from planning and performing the process to support the future use and improvement of the organization's processes and process assets.

2 MATURITY LEVEL 2 (MANAGED)

3 MATURITY LEVEL 3 (DEFINED)

4 MATURITY LEVEL 4 (QUANTITATIVELY MANAGED)

5 MATURITY LEVEL 5 (OPTIMIZING)

PROCESS AREAS

AGREEMENT MANAGEMENT
ACQUISITION REQUIREMENTS DEVELOPMENT
CONFIGURATION MANAGEMENT
MEASUREMENT AND ANALYSIS
PROJECT MONITORING AND CONTROL
PROCESS AND PRODUCT QUALITY ASSURANCE
PROJECT PLANNING
REQUIREMENTS MANAGEMENT
SOLICITATION AND SUPPLIER AGREEMENT DEVELOPMENT
ACQUISITION TECHNICAL MANAGEMENT
ACQUISITION VALIDATION
ACQUISITION VERIFICATION
DECISION ANALYSIS AND RESOLUTION
INTEGRATED PROJECT MANAGEMENT
ORGANIZATIONAL PROCESS DEFINITION
ORGANIZATIONAL PROCESS FOCUS
ORGANIZATIONAL TRAINING
RISK MANAGEMENT
ORGANIZATIONAL PROCESS PERFORMANCE
QUANTITATIVE PROJECT MANAGEMENT
CAUSAL ANALYSIS AND RESOLUTION
ORGANIZATIONAL PERFORMANCE MANAGEMENT

PURPOSE

AGREEMENT MANAGEMENT
The purpose of Agreement Management (AM) is to ensure that the supplier and the acquirer perform according to the terms of the supplier agreement.

ACQUISITION REQUIREMENTS DEVELOPMENT
The purpose of Acquisition Requirements Development (ARD) is to elicit, develop, and analyze customer and contractual requirements.

CONFIGURATION MANAGEMENT
The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using **configuration identification**, configuration control, configuration status accounting, and configuration audits.

MEASUREMENT AND ANALYSIS
The purpose of Measurement and Analysis (MA) is to develop and sustain a measurement capability used to support **management information** needs.

PROJECT MONITORING AND CONTROL
The purpose of Project Monitoring and Control (PMC) is to provide an understanding of the project's progress so that appropriate corrective actions can be taken when the **project's performance deviates** significantly from the plan.

PROCESS AND PRODUCT QUALITY ASSURANCE
The purpose of Process and Product Quality Assurance (PPQA) is to provide staff and management with objective insight into processes and associated work products.

PROJECT PLANNING
The purpose of Project Planning (PP) is to establish and maintain plans that define project activities.

REQUIREMENTS MANAGEMENT
The purpose of Requirements Management (REQM) is to manage requirements of the project's products and **product components and to** ensure alignment between those requirements and the project's plans and work products.

SOLICITATION AND SUPPLIER AGREEMENT DEVELOPMENT
The purpose of Solicitation and Supplier Agreement Development (SSAD) is to prepare a solicitation package, select one or more suppliers to deliver the product or service, and establish and maintain the supplier agreement.

ACQUISITION TECHNICAL MANAGEMENT
The purpose of Acquisition Technical Management (ATM) is to evaluate the supplier's technical solution and to manage selected interfaces of that solution.

ACQUISITION VALIDATION
The purpose of Acquisition Validation (AVAL) is to demonstrate that an acquired product or service fulfills its intended use when placed in its intended environment.

ACQUISITION VERIFICATION
The purpose of Acquisition Verification (AVER) is to ensure that selected work products meet their specified requirements.

DECISION ANALYSIS AND RESOLUTION
The purpose of Decision Analysis and Resolution (DAR) is to analyze possible decisions using a formal evaluation process that evaluates identified **alternatives against** established criteria.

INTEGRATED PROJECT MANAGEMENT
The purpose of Integrated Project Management (IPM) is to establish and manage the project and the involvement of relevant stakeholders **according to an integrated and** defined process that is tailored from the organization's set of standard processes.

ORGANIZATIONAL PROCESS DEFINITION
The purpose of Organizational Process Definition (OPD) is to establish and maintain a usable set of organizational process assets, work environment standards, and rules and guidelines for teams.

ORGANIZATIONAL PROCESS FOCUS
The purpose of Organizational Process Focus (OPF) is to plan, implement, and deploy organizational process improvements based on a thorough understanding of current strengths and **weaknesses** of the organization's processes and process assets.

ORGANIZATIONAL TRAINING
The purpose of Organizational Training (OT) is to develop skills and knowledge of people so they can perform their roles effectively and efficiently.

RISK MANAGEMENT
The purpose of Risk Management (RSKM) is to identify potential problems before they occur so that risk handling activities can **be planned and invoked as** needed across the life of the product or project to mitigate adverse impacts on achieving objectives.

ORGANIZATIONAL PROCESS PERFORMANCE
The purpose of Organizational Process Performance (OPP) is to establish and maintain a quantitative understanding of the performance of selected **processes in the organization's** set of standard processes in support of achieving quality and process performance objectives, and to provide process performance data, baselines, and models to quantitatively manage the organization's projects.

QUANTITATIVE PROJECT MANAGEMENT
The purpose of Quantitative Project Management (QPM) is to quantitatively manage the project to achieve the project's established quality and process performance objectives.

CAUSAL ANALYSIS AND RESOLUTION
The purpose of Causal Analysis and Resolution (CAR) is to identify causes of selected outcomes and take action to improve process performance.

ORGANIZATIONAL PERFORMANCE MANAGEMENT
The purpose of Organizational Performance Management (OPM) is to proactively manage the organization's performance to meet its business **objectives.**

SPECIFIC GOALS AND PRACTICES

AM.SG1
Satisfy Supplier Agreements

The terms of the supplier agreement are met by both the acquirer and the supplier.

AM.SP1.1
Execute the Supplier Agreement

Perform activities with the supplier as specified in the supplier agreement.

AM.SP1.2
Monitor Selected Supplier Processes

Select, monitor, and analyze supplier processes.

AM.SP1.3
Accept the Acquired Product

Ensure that the supplier agreement is satisfied before accepting the acquired product.

AM.SP1.4
Manage Supplier Invoices

Manage invoices submitted by the supplier.

ARD.SG1
Manage invoices submitted by the supplier.

Stakeholder needs, expectations, constraints, and interfaces are collected and translated into customer requirements.

ARD.SP1.1
Elicit Stakeholder Needs

Elicit stakeholder needs, expectations, constraints, and interfaces for all phases of the product lifecycle.

ARD.SP1.2
Develop and Prioritize Customer Requirements

Transform stakeholder needs, **expectations, constraints, and** interfaces into prioritized customer requirements.

ARD.SG2
Develop Contractual Requirements

Customer requirements are refined and elaborated into contractual requirements.

ARD.SP2.1
Establish Contractual Requirements

Establish and maintain contractual requirements that are based on the customer requirements.

ARD.SP2.2
Allocate Contractual Requirements

Allocate contractual requirements to supplier deliverables.

ARD.SG3
Analyze and Validate Requirements

Requirements are analyzed and validated.

ARD.SP3.1
Establish Operational Concepts and Scenarios

Establish and maintain operational concepts and associated scenarios.

ARD.SP3.2
Analyze Requirements

Analyze requirements to ensure they are necessary and sufficient.

ARD.SP3.3
Analyze Requirements to Achieve Balance

Analyze requirements to balance stakeholder needs and constraints.

ARD.SP3.4
Validate Requirements

Validate requirements to ensure the resulting product performs as intended in the end user's environment.

CM.SG1
Establish Baselines

Baselines of identified work products are established.

CM.SP1.1
Identify Configuration Items

Identify configuration items, components, and related work products to be placed under configuration management.

CM.SP1.2
Establish a Configuration Management System

Establish and maintain a configuration management and change management system for controlling work products.

CM.SP1.3
Create or Release Baselines

Create or release baselines for **internal use and for delivery to the** customer.

CM.SG2
Track and Control Changes

Changes to the work products under configuration management are tracked and controlled.

CM.SP2.1
Track Change Requests

Track change requests for configuration items.

CM.SP2.2
Control Configuration Items

Control changes to configuration items.

CM.SG3
Establish Integrity

Integrity of baselines is established and maintained.

CM.SP3.1
Establish Configuration Management Records

Establish and maintain records describing configuration items.

CM.SP3.2
Perform Configuration Audits

Perform configuration audits to maintain the integrity of **configuration baselines.**

MA.SG1
Align Measurement and Analysis Activities

Measurement objectives and activities are aligned with identified information needs and objectives.

MA.SP1.1
Establish Measurement Objectives

Establish and maintain measurement objectives derived from identified information needs and objectives.

MA.SP1.2
Specify Measures

Specify measures to address measurement objectives.

MA.SP1.3
Specify Data Collection and Storage Procedures

Specify how measurement data are obtained and stored.

MA.SP1.4
Specify Analysis Procedures

Specify how measurement data are analyzed and communicated.

MA.SG2
Provide Measurement Results

Measurement results, which address identified information needs and objectives, are **provided.**

MA.SP2.1
Obtain Measurement Data

Obtain specified measurement data.

MA.SP2.2
Analyze Measurement Data

Analyze and interpret measurement data.

MA.SP2.3
Store Data and Results

Manage and store measurement data, **measurement specifications,** and analysis results.

MA.SP2.4
Communicate Results

Communicate results of measurement and analysis **activities to all relevant** stakeholders.

PMC.SG1
Monitor the Project Against the Plan

Actual project progress and performance are monitored against the project plan.

PMC.SP1.1
Monitor Project Planning
Monitor actual values of project planning parameters against the project plan.
Parameters

PMC.SP1.2
Monitor Commitments
Monitor commitments against those identified in the project plan.

PMC.SP1.3
Monitor Project Risks
Monitor risks against those identified in the project plan.

PMC.SP1.4
Monitor Data Management
Monitor the management of project data against the project plan.

PMC.SP1.5
Monitor Stakeholder Involvement
Monitor stakeholder involvement against the project plan.

PMC.SP1.6
Conduct Progress Reviews
Periodically review the project's progress, performance, and issues.

PMC.SP1.7
Conduct Milestone Reviews
Review the project's accomplishments and results at selected project milestones.

PMC.SG2
Manage Corrective Action to Closure

Corrective actions are managed to closure when the project's performance or results deviate significantly from the plan.

PMC.SP2.1
Analyze Issues

Collect and analyze issues and determine corrective actions to address them.

PMC.SP2.2
Take Corrective Action

Take corrective action on identified issues.

PMC.SP2.3
Manage Corrective Actions

Manage corrective actions to closure.

PPQA.SG1
Objectively Evaluate Processes and Work Products

Adherence of the performed process and associated work products to applicable process descriptions, standards, and procedures is objectively evaluated.

PPQA.SP1.1
Objectively Evaluate Processes

Objectively evaluate selected performed processes against applicable process descriptions, standards, and procedures.

PPQA.SP1.2
Objectively Evaluate Work Products

Objectively evaluate selected work products against applicable process descriptions, standards, and procedures.

PPQA.SG2
Provide Objective Insight

Noncompliance issues are objectively tracked and communicated, and resolution is ensured.

PPQA.SP2.1
Communicate and Resolve Noncompliance Issues

Communicate quality issues and ensure the resolution of noncompliance issues with the staff and managers.

PPQA.SP2.2
Establish Records

Establish and maintain records of quality assurance activities.

PP.SG1
Establish Estimates

Estimates of project planning parameters are established and maintained.

PP.SP1.1
Estimate the Scope of the Project

Establish a top-level work breakdown structure (WBS) to estimate

PP.SP1.2
Establish Estimates of Work Product and Task Attributes

Establish and maintain estimates of work product and task attributes.

PP.SP1.3
Define Project Lifecycle Phases

Define project lifecycle phases on which to scope the planning

PP.SP1.4
Estimate Effort and Cost

Estimate the project's effort and cost for work products and tasks based on estimation rationale. Estimates of effort and cost are generally

PP.SG2
Develop a Project Plan

A project plan is established and maintained as the basis for managing the project.

PP.SP2.1
Establish the Budget and Schedule

Establish and maintain the project's budget and schedule.

PP.SP2.2
Identify Project Risks
Identify and analyze project risks.

PP.SP2.3
Plan Data Management

Plan for the management of project data.

PP.SP2.4
Plan the Project's Resources

Plan for resources to perform the project.

PP.SP2.6
Plan Needed Knowledge and Skills
Plan for knowledge and skills needed to perform the project.

PP.SP2.6
Plan Stakeholder Involvement
Plan the involvement of identified stakeholders.

PP.SP2.7
Establish the Project Plan
Establish and maintain the overall project plan.

REQM.SG1
Manage Requirements

Requirements are managed and inconsistencies with project plans and work products are identified.

REQM.SP1.1
Understand Requirements

Develop an understanding with the requirements providers on the meaning of the requirements.

REQM.SP1.2
Obtain Commitment to Requirements

Obtain commitment to requirements from project participants.

REQM.SP1.3
Manage Requirements Changes

Manage changes to requirements as they evolve during the project.

REQM.SP1.4
Maintain Bidirectional Traceability of Requirements

Maintain bidirectional traceability among requirements and work products.

REQM.SP1.5
Ensure Alignment Between Project Work and Requirements

Ensure that project plans and work products remain aligned with requirements.

SSAD.SG1
Prepare for Solicitation and Supplier Agreement Development

Preparation for solicitation and supplier agreement development is performed.

SSAD.SP1.1
Identify Potential Suppliers

Identify and qualify potential suppliers.

SSAD.SP1.2
Establish a Solicitation Package

Establish and maintain a solicitation package that includes the requirements and proposal evaluation criteria.

SSAD.SP1.3
Review the Solicitation Package

Review the solicitation package with relevant stakeholders to obtain commitment to the approach.

SSAD.SP1.4
Distribute and Maintain the Solicitation Package

Distribute the solicitation package to potential suppliers for their response and maintain the package throughout the solicitation.

SSAD.SG2
Select Suppliers

Suppliers are selected using a formal evaluation.

SSAD.SP2.1
Evaluate Proposed Solutions

Evaluate proposed solutions according to documented proposal evaluation criteria.

SSAD.SP2.2
Establish Negotiation Plans

Establish and maintain negotiation plans to use in completing a supplier agreement.

SSAD.SP2.3
Select Suppliers

Select suppliers based on an evaluation of their ability to meet specified requirements and established criteria.

SSAD.SG3
Establish Supplier Agreements

Supplier agreements are established and maintained.

SSAD.SP3.1
Establish an Understanding of the Agreement

Establish and maintain a mutual understanding of the agreement with selected suppliers and end users based on acquisition needs and the suppliers' proposed approaches.

SSAD.SP3.2
Establish the Supplier Agreement

Establish and maintain the supplier agreement.

ATM.SG1
Evaluate Technical Solutions

Supplier technical solutions are evaluated to confirm that contractual requirements continue to be met.

ATM.SP1.1
Select Technical Solutions for Analysis

Select supplier technical solutions to be analyzed and analysis methods to be used.

ATM.SP1.2
Analyze Selected Technical Solutions

Analyze selected supplier technical solutions.

ATM.SP1.3
Conduct Technical Reviews

Conduct technical reviews with the supplier as defined in the supplier agreement.

ATM.SG2
Perform Interface Management

Selected interfaces are managed.

ATM.SP2.1
Select Interfaces to Manage

Select interfaces to manage.

ATM.SP2.2
Manage Selected Interfaces

Manage selected interfaces.

AVAL.SG1
Prepare for Validation

Preparation for validation is conducted.

AVAL.SP1.1
Select Products for Validation

Select products and product components to be validated and validation methods to be used.

AVAL.SP1.2
Establish the Validation Environment

Establish and maintain the environment needed to support validation.

AVAL.SP1.3
Establish Validation Procedures and Criteria

Establish and maintain procedures and criteria for validation.

AVAL.SG2
Validate Selected Products and Product Components

Selected products and product components are validated to ensure they are suitable for use in their intended operating environment.

AVAL.SP2.1
Perform Validation

Perform validation on selected products and product components.

AVAL.SP2.2
Analyze Validation Results

Analyze results of validation activities.

AVER.SG1
Prepare for Verification

Preparation for verification is conducted.

AVER.SP1.1
Select Work Products for Verification

Select work products to be verified and verification methods to be used.

AVER.SP1.2
Establish the Verification Environment

Establish and maintain the environment needed to support verification.

AVER.SP1.3
Establish Verification Procedures and Criteria

Establish and maintain verification procedures and criteria for the selected work products.

AVER.SG2
Perform Peer Reviews

Peer reviews are performed on selected work products.

AVER.SP2.1
Prepare for Peer Reviews

Prepare for peer reviews of selected work products.

AVER.SP2.2
Conduct Peer Reviews

Conduct peer reviews of selected work products and identify issues resulting from these reviews.

AVER.SP2.3
Analyze Peer Review Data

Analyze data about the preparation, conduct, and results of the peer reviews.

AVER.SG3
Verify Selected Work Products

Selected work products are verified against their specified requirements.

AVER.SP3.1
Perform Verification

Perform verification on selected work products.

AVER.SP3.2
Analyze Verification Results

Analyze results of all verification activities.

DAR.SG1
Evaluate Alternatives

Decisions are based on an evaluation of alternatives using established criteria.

DAR.SP1.1
Establish Guidelines for Decision Analysis

Establish and maintain guidelines to determine which issues are subject to a formal evaluation process.

DAR.SP1.2
Establish Evaluation Criteria

Establish and maintain the criteria for evaluating alternatives and the relative ranking of these criteria.

DAR.SP1.3
Identify Alternative Solutions

Identify alternative solutions to address issues.

DAR.SP1.4
Select Evaluation Methods

Select evaluation methods.

DAR.SP1.5
Evaluate Alternative Solutions

Evaluate alternative solutions using established criteria and methods.

DAR.SP1.6
Select Solutions

Select solutions from alternatives based on evaluation criteria.

IPM.SG1
Use the Project's Defined Process

The project is conducted using a defined process tailored from the organization's set of standard processes.

IPM.SP1.1 Establish the Project's Defined Process
Establish and maintain the project's defined process from project startup through the life of the project.

IPM.SP1.2 Use Organizational Process Assets for Planning Project Activities
Use organizational process assets and the measurement repository for estimating and planning project activities.

IPM.SP1.3 Establish the Project's **Work Environment**
Establish and maintain the project's work environment based on the organization's work environment standards.

IPM.SP1.4 Integrate Plans
Integrate the project plan and other plans that affect the project to describe the project's defined process.

IPM.SP1.5 Manage the Project **Using Integrated Plans**
Manage the project using the project plan, other plans that affect the project, and the project's defined process.

IPM.SP1.6 Establish Teams
Establish and maintain teams.

IPM.SP1.7
Contribute to Organizational Process Assets
Contribute process related experiences

IPM.SG2
Coordinate and Collaborate with Relevant Stakeholders

Coordination and collaboration between the project and relevant stakeholders are conducted.

IPM.SP2.1
Manage Stakeholder Involvement

Manage the involvement of relevant stakeholders in the project.

IPM.SP2.2
Manage Dependencies

Participate with relevant stakeholders to identify, negotiate, and track critical dependencies.

IPM.SP2.3
Resolve Coordination Issues

Resolve issues with relevant stakeholders.

OPD.SG1
Establish Organizational Process Assets

A set of organizational process assets is established and maintained.

OPD.SP1.1
Establish Standard Processes
Establish and maintain the organization's set of standard processes.

OPD.SP1.2
Establish Lifecycle Model Descriptions
Establish and maintain descriptions of lifecycle models approved for use in the organization.

OPD.SP1.3
Establish Tailoring Criteria and Guidelines
Establish and maintain tailoring criteria and guidelines for the organization's set of standard processes.

OPD.SP1.4
Establish the Organization's Measurement Repository
Establish and maintain the organization's measurement repository

OPD.SP1.5
Establish the Organization's Process Asset Library
Establish and maintain the organization's process asset library.

OPD.SP1.6
Establish Work Environment Standards
Establish and maintain work environment standards.

OPD.SP1.7
Establish Rules and Guidelines for Teams
Establish and maintain organizational rules and guidelines for the structure, formation, and operation of teams.

OPF.SG1
Determine Process Improvement Opportunities

Strengths, weaknesses, and improvement opportunities for the organization's processes are identified periodically and as needed.

OPF.SP1.1
Establish Organizational Process Needs

Establish and maintain the description of process needs and objectives for the organization.

OPF.SP1.2
Appraise the Organization's Processes

Appraise the organization's processes periodically and as needed to maintain an understanding of their strengths and weaknesses.

OPF.SP1.3
Identify the Organization's Process Improvements

Identify improvements to the organization's processes and process assets.

OPF.SG2
Plan and Implement Process Actions

Process actions that address improvements to the organization's processes and process assets are planned and implemented.

OPF.SP2.1
Establish Process Action Plans

Establish and maintain process action plans to address improvements to the organization's processes and process assets.

OPF.SP2.2
Implement Process Action Plans

Implement process action plans.

OT.SG1
Establish an Organizational Training Capability

A training capability, which supports the roles in the organization, is established and maintained.

OT.SP1.1
Establish Strategic Training Needs

Establish and maintain strategic training needs of the organization.

OT.SP1.2
Determine Which Training Needs Are the Responsibility of the Organization

Determine which training needs are the responsibility of the organization and which are left to the individual project or support group.

OT.SP1.3
Establish an Organizational Training Tactical Plan

Establish and maintain an organizational training tactical plan.

OT.SP1.4
Establish a Training Capability

Establish and maintain a training capability to address organizational training needs.

OT.SG2
Deliver Training following the organizational training tactical plan.

Deliver training following the organizational training tactical plan.

OT.SP2.1
Deliver Training

Deliver training following the organizational training tactical plan.

OT.SP2.2
Establish Training Records

Establish and maintain records of organizational training.

OT.SP2.3
Assess Training Effectiveness

Assess the effectiveness of the organization's training program.

RSKM.SG1
Prepare for Risk Management

Preparation for risk management is conducted.

RSKM.SP1.1
Determine Risk Sources and Categories

Determine risk sources and categories.

RSKM.SP1.2
Define Risk Parameters

Define parameters used to analyze and categorize risks and to control the risk management effort.

RSKM.SP1.3
Establish a Risk Management Strategy

Establish and maintain the strategy to be used for risk management.

RSKM.SG2
Identify and Analyze Risks

RSKM.SP2.1
Identify Risks

Identify and document risks.

RSKM.SP2.2
Evaluate, Categorize, and Prioritize Risks

Evaluate and categorize each identified risk using defined risk categories and parameters, and determine its relative priority.

RSKM.SG3
Mitigate Risks

Risks are handled and mitigated as appropriate to reduce adverse impacts on achieving objectives.

RSKM.SP3.1
Develop Risk Mitigation Plans

Develop a risk mitigation plan in accordance with the risk management strategy.

RSKM.SP3.2
Implement Risk Mitigation Plans

Monitor the status of each risk periodically and implement the risk mitigation plan as appropriate.

OPP.SG1
Establish Performance Baselines and Models

Baselines and models, which characterize the expected process performance of the organization's set of standard processes, are established and maintained.

OPP.SP1.1
Establish Quality and Process Performance Objectives

Establish and maintain the organization's quantitative objectives for quality and process performance, which are traceable to business objectives.

OPP.SP1.2
Select Processes

Select processes or subprocesses in the organization's set of standard processes to be included in the organization's process performance analyses and maintain traceability to business objectives.

OPP.SP1.3
Establish Process Performance Measures

Establish and maintain definitions of measures to be included in the organization's process performance analyses

OPP.SP1.4
"Analyze Process Performance and Establish Process Performance Baselines"

Analyze the performance of the selected processes, and establish and maintain the process performance baselines.

OPP.SP1.5
Establish Process Performance Models

Establish and maintain process performance models for the organization's set of standard processes.

QPM.SG1
Prepare for Quantitative Management

Preparation for quantitative management is conducted.

QPM.SP1.1
Establish the Project's Objectives

Establish and maintain the project's quality and process

QPM.SP1.2
Compose the Defined Process

Using statistical and other quantitative techniques, compose a defined process that enables the project to achieve its quality and process performance objectives

QPM.SP1.3
Select Subprocesses and Attributes

Select subprocesses and attributes critical to evaluating performance and that help to achieve the project's quality and process performance objectives

QPM.SP1.4
Select Measures and Analytic Techniques

Select measures and analytic techniques to be used in quantitative management.

QPM.SG2
Quantitatively Manage the Project

The project is quantitatively managed.

QPM.SP2.1
Monitor the Performance of Selected Subprocesses

Monitor the performance of selected subprocesses using statistical and other quantitative techniques.

QPM.SP2.2
Manage Project Performance

Manage the project using statistical and other quantitative techniques to determine whether or not the project's objectives for quality and process performance will be satisfied.

QPM.SP2.3
Perform Root Cause Analysis

Perform root cause analysis of selected issues to address deficiencies in achieving the project's quality and process performance objectives.

CAR.SG1
Determine Causes of Selected Outcomes

Root causes of selected outcomes are systematically determined.

CAR.SP1.1
Select Outcomes for Analysis

Select outcomes for analysis.

CAR.SP1.2 Analyze Causes

Perform causal analysis of selected outcomes and propose actions to address them.

CAR.SG2
Address Causes of Selected Outcomes

Root causes of selected outcomes are systematically addressed.

CAR.SP2.1
Implement Action Proposals

Implement selected action proposals developed in causal analysis.

CAR.SP2.2
Evaluate the Effect of Implemented Actions

Evaluate the effect of implemented actions on process performance.

CAR.SP2.3
Record Causal Analysis Data

Record causal analysis and resolution data for use across projects and the organization.

OPM.SG1
Manage Business Performance

The organization's business performance is managed using statistical and other quantitative techniques to understand process performance shortfalls, and to identify areas for process improvement.

OPM.SP1.1
Maintain Business Objectives

Maintain business objectives based on an understanding of business strategies and actual performance results.

OPM.SP1.2
Analyze Process Performance Data

Analyze process performance data to determine the organization's ability to meet identified business objectives.

OPM.SP1.3
Identify Potential Areas for Improvement

Identify potential areas for improvement that could contribute to meeting business objectives.

OPM.SG2
Select Improvements

Improvements are proactively identified, evaluated using statistical and other quantitative techniques, and selected for deployment based on their contribution to meeting quality and process performance objectives.

OPM.SP2.1
Elicit Suggested Improvements

Elicit and categorize suggested improvements.

OPM.SP2.2
Analyze Suggested Improvements

Analyze suggested improvements for their possible impact on achieving the organization's quality and process performance objectives.

OPM.SP2.3
Validate Improvements

Validate selected improvements.

OPM.SP2.4
Select and Implement Improvements for Deployment

Select and implement improvements for deployment throughout the organization based on an evaluation of costs, benefits, and other factors.

OPM.SG3
Deploy Improvements

Measurable improvements to the organization's processes and technologies are deployed and evaluated using statistical and other quantitative techniques.

OPM.SP3.1
Plan the Deployment

Establish and maintain plans for deploying selected improvements.

OPM.SP3.2
Manage the Deployment

Manage the deployment of selected improvements.

OPM.SP3.3
Evaluate Improvement Effects

Evaluate the effects of deployed improvements on quality and process performance using statistical and other quantitative techniques.

QPF.SG3
Deploy Organizational Process Assets and Incorporate Experiences

Organizational process assets are deployed across the organization and process related experiences are incorporated into organizational process assets.

OPF.SP3.1
Deploy Organizational Process Assets

Deploy organizational process assets across the organization.

OPF.SP3.2
Deploy Standard Processes

Deploy the organization's set of standard processes to projects at their start-up and deploy changes to them as appropriate throughout the life of each project.

SP3.3
Monitor the Implementation

Monitor the implementation of the organization's set of standard processes and use of process assets on all projects.

SP3.4
Incorporate Experiences into Organizational Process Assets
Incorporate process related experiences derived from planning and performing the process into organizational process assets.