# "How We Do CMMI @ Your Favourite Retailer"

April 2003 – March 2005

Steve Woods

# Introduction

- **Stephen Woods**
  - Methods & Standards Manager responsible for:
    - CMMI Programme
    - Dot Net Standards Programme
    - IT Training
    - Process Assurance

  - PPA CMMI/CMM Lead Assessor
  - CMM Introduction and Assessor Trainer

- **Involved with CMM since 1995**
  - At Citibank, and three UK Financial Institutions

# Background

- Focus on IT Process Improvement started 2001

- Initiatives included:
  - ITIL Service Management
  - Testing
  - SUMMIT Ascendant
  - Quality Gates
  - GDPM

# Our Environment Jan 03

- Large IT Group spread over multiple sites
- Planned Relocation of IT Group
- Autonomous Solution Area Silos
- Experienced, empowered IT Group
- Mixture of Internal and External Staff
- Managed Service with Offsite Suppliers
- Process Improvement "Cottage Industries"
- Existing Methods & Standards

# Programme Preliminaries

- Put CMM on the Management Agenda

- Initiate a CMM Assessment as a Project

- Train Internal Participants as CMM Assessors

- Identify External Participants

- Plan the Assessment in terms of scope

- Held Brown Bag Sessions to gain input from those out of scope of the Assessment

# April 03 – March 04

- Step 1 – Perform Assessment.
  - Basis was CMM Levels 2 and 3 plus SUMMIT and Testing
  - Scope was our 15 Best Projects
  - Presented Results per Solutions Area and for the IT Group

- Step 2 – Cost Justify the Process Improvement Programme
  - We needed to understand the benefits for us not just SEI generics from other industry sectors
  - Utilised COMPITA ROI Model, factored in our Specifics

- Step 3 – Initiate Process Improvement Programme
  - Agree Methods & Standards Strategy and Road Map
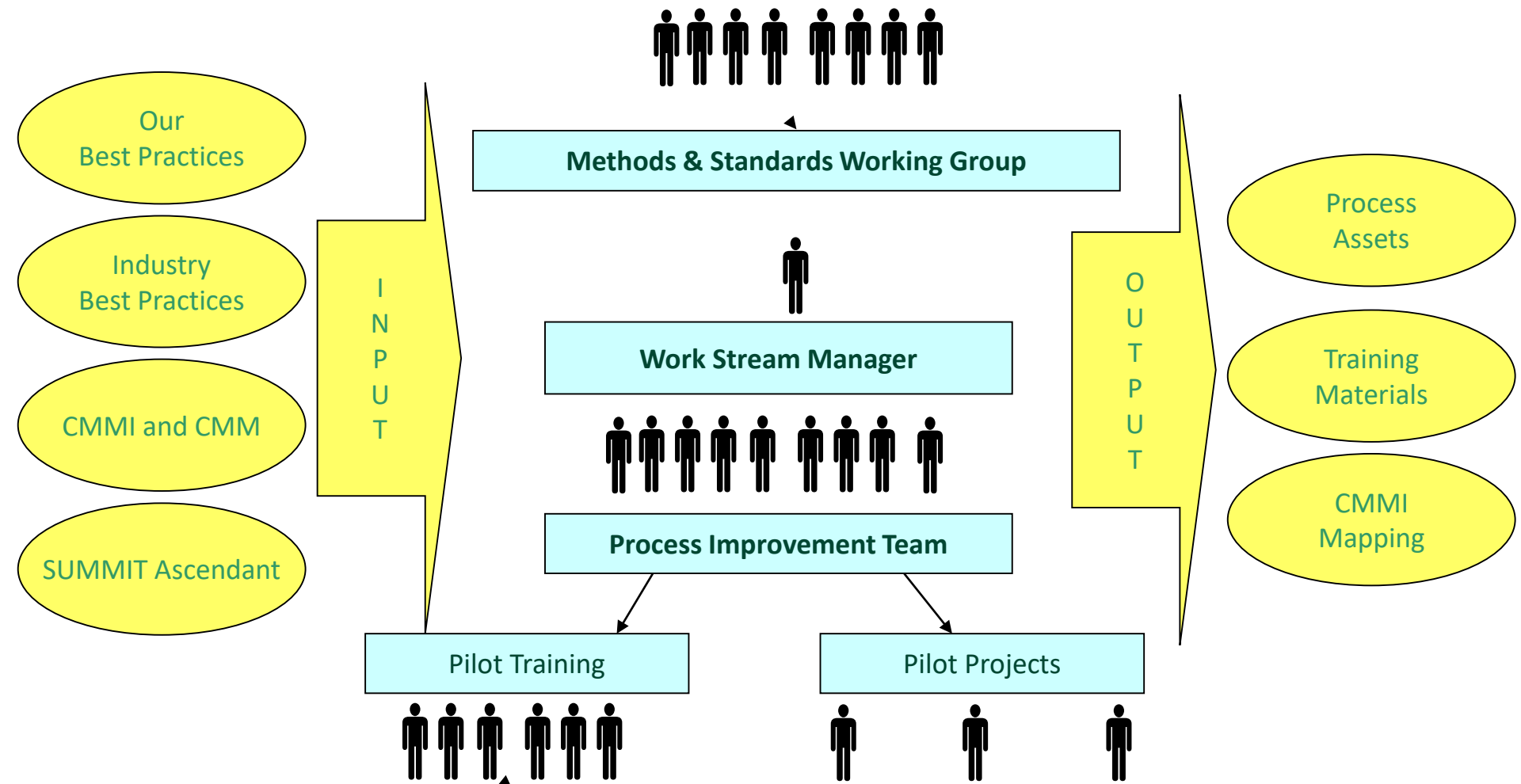  - Stop "Cottage Industries"

# April 03 – March 04

- Step 4 – Establish Methods & Standards Working Group
  - Process Improvement Programme Steering Group
  - Credible Senior Managers
  - Both a Communication and Approval Vehicle

- Step 5 – Define and Publish IT Project Policies
  - Tested and Demonstrated IT Management Commitment
  - Tested ability of MSWG to work together and collaborate
  - Policies Assurance gave immediate step change

- Step 6 – Define Structure of Process Asset Library
  - Templates agreed for all Process Assets
  - SharePoint Site created for Communication and Deployment

# April 03 – March 04
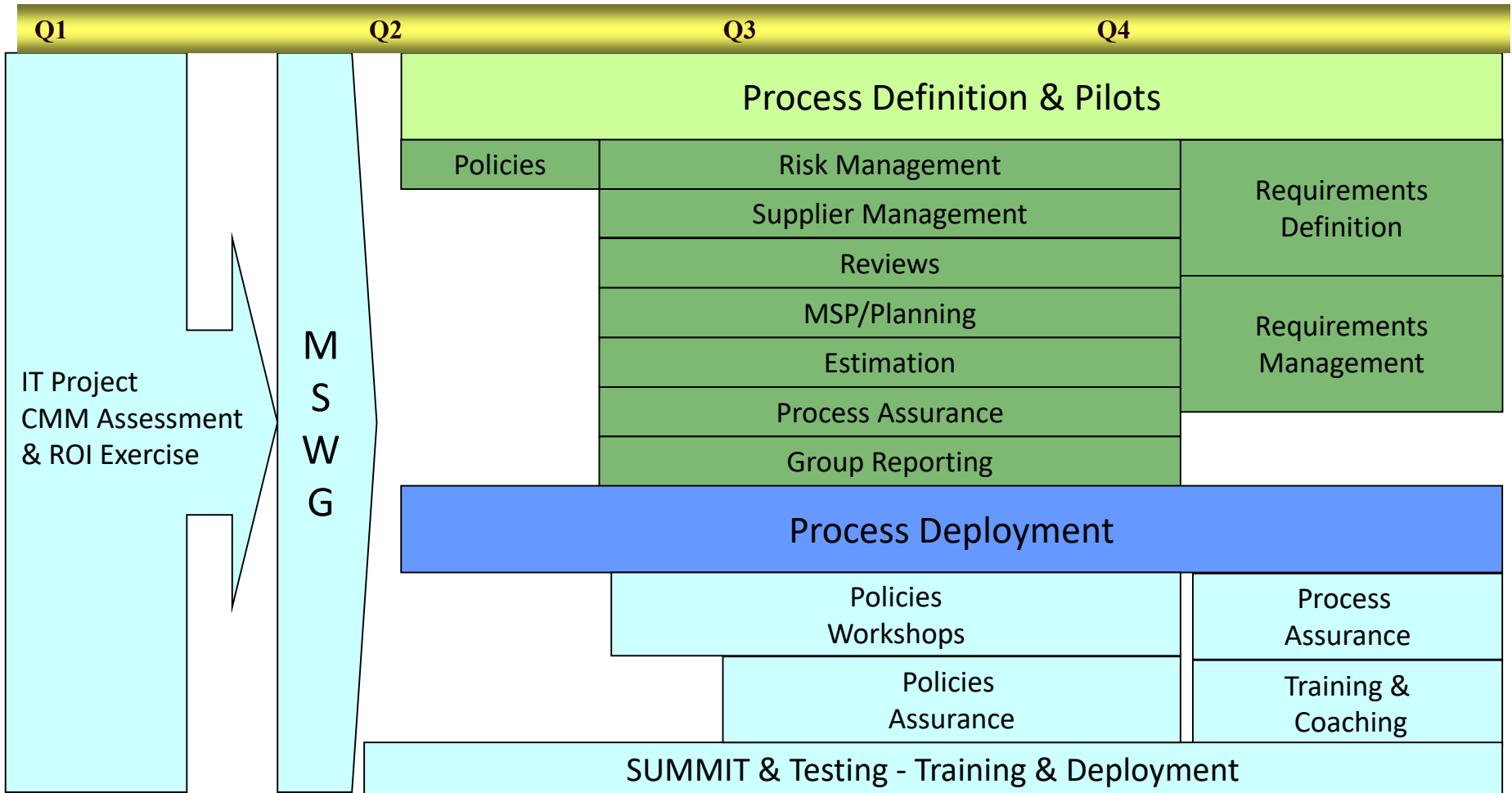
- Step 7 – Initiate Process Improvement Work Streams
  - Identify Project Manager
  - Consultants were selected from LAMRI, COMPITA, PLC
  - Identify Process Improvement Team
  - Define Process for a Process

- Step 8 –  Establish Training Programme
  - Part-Time Process Training Manager recruited
  - Role based Training Catalogue created
  - High level of investment in Mentoring/Coaching

# Our Process for A Process

**Our Best Practices**

**Industry Best Practices**

**CMMI and CMM**

**SUMMIT Ascendant**

**INPUT**

**Methods & Standards Working Group**

**Work Stream Manager**

**Process Improvement Team**

**Pilot Training**

**Pilot Projects**

**OUTPUT**

**Process Assets**

**Training Materials**

**CMMI Mapping**

# April 03 – March 04

| Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|

**Process Definition & Pilots**

IT Project CMM Assessment & ROI Exercise

MSWG

| Policies | Risk Management | Requirements Definition |
|---|---|---|
| | Supplier Management | |
| | Reviews | |
| | MSP/Planning | Requirements Management |
| | Estimation | |
| | Process Assurance | |
| | Group Reporting | |

**Process Deployment**

| Policies Workshops | Process Assurance |
|---|---|
| Policies Assurance | Training & Coaching |

SUMMIT & Testing - Training & Deployment
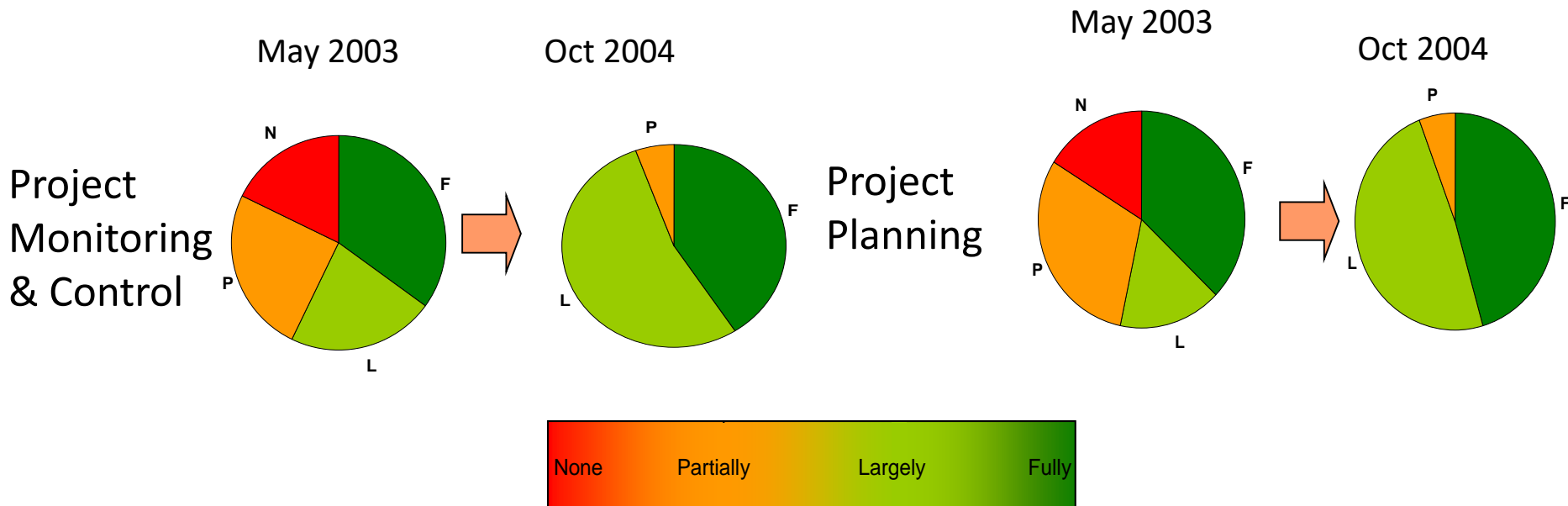
# April 04 – March 05

- Step 1 – Move to Continuous CMMI Model.
  - Allows Interim successes
  - Allows us to establish our Capability Level in our chosen Process Areas

- Step 2 – Complete Requirements Definition/Management
  - First direct Engagement of Business End User Managers
  - Adopted UML – BPM, Use Cases

- Step 3 – Complete Configuration Management
  - Engagement of Operational Service Centre and Suppliers

- Step 4 – Re-visit Estimation Process
  - Integrated into MS Project Templates
  - Address IAS 38 Capitalisation of Staff Costs

# April 04 – March 05

- Step 5 – Define IT Project Roles/Responsibilities
    - Detailed RACI Matrix showing Deliverables/Roles
    - Introduced Project Delivery Team concept

- Step 6 – Continue Emphasis on Training
    - Targeted Training on non Attendees to date
    - Publish Training Metrics per Area

- Step 7 – CMMI Assessment
    - Scope was 20 Projects
    - External Lead Assessor observed and presented results

- Step 8 – Address Assessment Findings
    - Tailoring Guidelines based on project duration
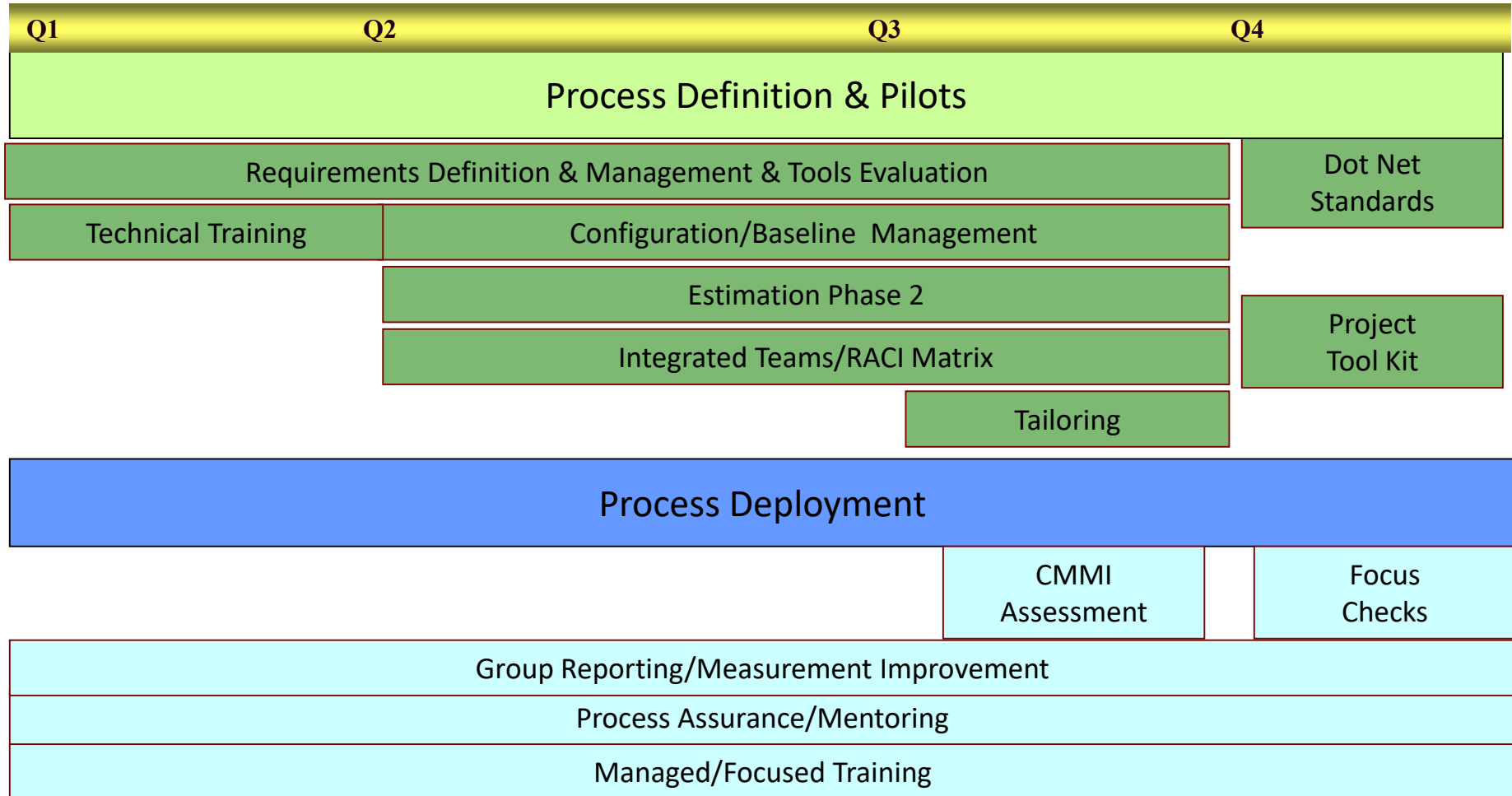    - Integrated Project Tool Kit

•October CMMI Assessment independently verified we had made significant progress and had the capability to operate specific Process Areas at Level 3.

•For Example:

Project Monitoring & Control

May 2003

Oct 2004

Project Planning

May 2003

Oct 2004

None    Partially    Largely    Fully

# April 04 – March 05

- Step 9 – Measure Benefits
    - Integrated Project Reporting and Process Assurance Reporting
    - Scale Down Process Assurance

- Step 10 – Focus Process Checks
    - A Process Assurance Consultant on key projects
    - Project Office Managers cover other projects
    - Process Focus Checks performed by consultants

- Step 11 – Focus on Technical Solution Platform
    - Dot Net Methods, Standards and Tools
    - Developers Portal
    - Migration to VS2003 > VS2005

# April 04 – March 05

| Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|

## Process Definition & Pilots

| | Dot Net Standards |
|---|---|
| Requirements Definition & Management & Tools Evaluation | |

| Technical Training | Configuration/Baseline Management |
|---|---|

Estimation Phase 2

| Integrated Teams/RACI Matrix | Project Tool Kit |
|---|---|

Tailoring

## Process Deployment

| | CMMI Assessment | | Focus Checks |
|---|---|---|---|

Group Reporting/Measurement Improvement

Process Assurance/Mentoring

Managed/Focused Training

# Who Helped - Acknowledgements

| | |
|---|---|
| Requirements Definition<br>Requirements Management<br>Requirements Tools<br>Evaluation<br>UML | LAMRI<br>Andrew Griffiths<br>andrew.griffiths@lamri.com<br>Tel:  07760 266660<br>www.lamri.com |
| CMMI Assessment Services<br>CMMI Cost Justification<br>Planning & Estimation<br>Configuration Management<br>VS2003 Build Management | COMPITA<br>Cyril Dyer<br>Cyril@compita.com<br>Tel:  01506 472888<br>www.compita.com |
| Supplier Management<br>Training Management | PLC TRAINING<br>www.plctraining.co.uk<br>admin@plctraining.co.uk<br>Michael Dawson<br>08700 776688 |

# Tips & Techniques

- **Walk the Walk**
  - Run Process Improvement as a CMMI Project
  - Provides Good Examples of Deliverables

- **Engage an Experienced Team who have done this before**
  - Choose Your Partners Carefully
  - External Consultants will add credibility

- **Ensure the Quality of Deliverables before issuance**
  - Internal Reviews
  - Pilot Training Deliveries
  - Pilot Projects

# Tips & Techniques

- Focus on Institutionalisation from Day 1
    - Publishing Policies early demonstrated Management Buy-In
    - If you can't agree these you're wasting your time

- Collaboration takes time but is worth it in the long run
    - Listen to your customers
    - Consider their absorption rate
    - Consider their priorities

- Identify and Leverage your own Best Practices
    - Adds credibility
    - At least one other champion

# Tips & Techniques

- **Make Commitments based on Budget**
  - CMMI Levels come with an investment cost
  - Some of the financial returns may only materialise in the next financial year
  - Only claim achievable benefits you can measure

- **Tailor Process Assurance to suit circumstances**
  - Service Menu – providing support to projects
  - Mentoring/Coaching/Policing balance
  - Process Surgeries

- **Communicate, Communicate, Communicate**
  - Make the Programme visible and accessible to all
  - Stand up Presentations
  - Introduction to Training Courses
  - Displays
  - Market the Benefits

# Tips & Techniques

- **Understand the Business Drivers.**
    - Benefits Driven
    - Level Driven

- **Understand the Culture of the Organisation**
    - Empowered
    - Collaborative
    - Directive

# Conclusions

- We have the ability to operate our selected CMMI Process Areas at Capability Level 2 and 3.

- The benefits we are achieving are being tracked in terms of achievement of interim and final delivery dates and budget over time.

- We have a flexible Project Life Cycle that allows our Project Managers to tailor the approach if the risks are made visible and accepted by Management.

# PAL Entry Screen