



SITUATION: Six months before contract renewal with its primary customer, a near-shore software development facility was notified that as a condition of contract renewal, it must be assessed as a CMM L3 organization by independent appraisal (SCAMPI A). Further, as a of future contracts, it would have to demonstrate continued L3 software engineering maturity via periodic SCAMPI A appraisals.

SOLUTION: Change Delivery was an ideal solution for this project because our R-CAT product delivers measurable process improvements and related culture changes rapidly and with little project overhead. Once changes are implemented using these methods, they are readily sustainable.

RESULTS: This outsourced IT facility assessed as substantially L3 compliant within 70 business days (SCAMPI B) from project start and as fully L3 compliant (SCAMPI A) within 10 months from project start and 5 months from interim appraisal. This led to contract renewal with the facility's primary customer.

SEI-CMMI L1-L3 in Outsourced IT Facility

Objective

- Assess as L3 via SCAMPI B Appraisal within 5 months and L3 via SCAMPI A within 10 months from project start

Challenge:

- Organization was assessed as L1 at time of project start
- Management shorted the project to an aggressive 70 business days to ensure a 30 day margin to correct any operating defects identified during an interim appraisal
- Aggressive software development deadlines to be met throughout project with minimal overtime allowed

Approach:

- Incremental rollout of process and culture changes via mandatory weekly workshops
- Multiple project teams based on customer
- First instance of all CMM mandated work products produced by core CD team members based on feedback from IT staff

Overcoming Barriers

B1 Rules rewarding software development process non-compliance: Addressed by

- *Introduction of new culture rules rewarding use of new software development process*
- *New rule use reinforced by usage metrics tracked by SEPG and reported weekly to management*

B2 Rules rewarding software development over process improvement: Addressed by

- *Additional staff assigned to IT projects to assist in process improvement effort and creation of CMMI-L3 compliant work products*
- *Introduction of new rules to suspend CD project any time staff participation in process improvement fell below established threshold*

B3 Rules rewarding use of partially compliant software development processes: Addressed by:

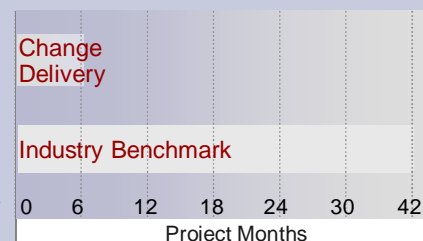
- *Seamless integration of all new processes into existing process*

Results

- Assessed as substantially L3 via SCAMPI B *70 business days from project start*
- Assessed as fully L3 via SCAMPI A *5 months from interim appraisal (10 months from project start)*
- Contract with key customer renewed

Industry Benchmark for L1-L3

- 36-42 months



*SEI-CMMI is the Software Engineering Institute Capability Maturity Model. Maturity is measured from L1 to L5 with L1 being baseline (performed) state.