



First field experiences of CMMI-ACQ

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Introduction



- managed the acquisition into multiple customer sites of major:
 - hardware
 - software
 - infrastructure products
- selected and managed suppliers of :
 - software
 - systems
 - hardware components

Client Need



- MITTS' – the acquisitions and sourcing department of the Maltese Government
- MITTS' objective for this work :
 - to enable the Strategic Sourcing and Acquisitions Services department to benchmark current procedures against the CMMI Model
 - identify the benefits and the feasibility of implementing the elements of CMMI-ACQ within MITTS

Note: MITTS has now become MITA

Our Proposal



- Wanted to make the engagement :
 - cost effective
 - give very good value for money
- Generate interest within MITTS
- Engage with the senior management team
- Engage with the practitioners

The Approach



- Senior management overview
 - CMMI principles and content
 - ACQ specific
- CMMI ACQ training
 - Embedded within the SCAMPI approach
- SCAMPI interviews
 - Embedded within the training approach
- MITTS documentation review
 - Offsite – QMS and Procurement Manual to create exemplar
 - Onsite – as documents came up during discussions



During the Week

Senior Managers Education



- 1/2 day training
- Senior Team
 - Covered :
 - CMMI principles
 - CMMI ACQ content at purpose and goal level
- What happened
 - generated interest
 - people came along to the training and appraisal because of interest from the senior management education



Appraisal and Training

Logistics



- 3 – 1 day sessions
- Focussed on specialist involvement
- Covered :
 - CMMI ACQ
 - Practice level
 - Structured around MITTS documents
 - Examples of work products available
- Interviews
 - Built around availability of specialists
 - Senior management



Facilitated Appraisal Training Example

Acquisition Requirements Development



Purpose:

- The purpose of Acquisition Requirements Development (ARD) is to develop and analyse customer and contractual requirements.

Specific Goals:

- **SG 1: Develop Customer Requirements**

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

- **SG 2 Develop Contractual Requirements**

Customer requirements are refined and elaborated into contractual requirements.

- **SG 3 Analyze and Validate Requirements**

Requirements are analyzed and validated.



Acquisition Requirements Development includes:

- eliciting stakeholder needs
- developing and prioritising customer requirements
- establishing contractual requirements
- allocating contractual requirements
- establishing operational concepts and scenarios
- analysing requirements
- analysing requirements to achieve balance
- validating requirements

Facilitated Acquisition Requirements Development Appraisal



Facilitation:

- Review Process Area description (Reference Model)
 - Specific Practices and Generic Practices
 - Work Products
- Review exemplar
- Review SSAS artefacts
- Discuss strengths and gaps against the practices and work products
- Record artifacts and findings in Appraisal Assistant



Reporting

Reports



- SEI Artifacts for a SCAMPI C:
 - Appraisal Plan
 - Appraisal Disclosure Statement
 - Final Findings
 - Team Leader feedback
 - Sponsor feedback
- Final report
 - Word document
 - Updated exemplar spreadsheet



Experiences of Using CMMI ACQ

ACQ Process Area experiences and considerations



- ARD – Clear roles and responsibilities need to be in place
- SSAD – EU regulations have influenced the way this process needs to be interpreted – open tenders and communications with suppliers
- AM – Cross work unit process needs to be in place
- ATM – Intra organisational boundaries can bring up issues
- AVER – Consider the interface between the procurement organisation and the supplier
- AVAL – Consider the interface between the procurement specialists and the customer
- PP/PMC - Intra organisational boundaries can bring up issues
- IPM/OPD – There is extra consideration required when working within EU regulations
- Generic Practices – Easy to apply

Client Feedback



- *"The training received from Keith was very intensive. Keith went in depth in each Specific Goal, Specific Practice and Generic Practice pertaining to the CMMI-Acquisition. Infact during the training Keith helped us identify which areas required improvement and procedures which had to be amended. The feasibility report, which is still being discussed to identify if we are to go for CMMI, reflects all the discussions held during the training. With the help of the traffic lights, one at once can identify where improvements are needed. As stated in the feasibility report, the gaps found in MITA are 'relatively minor and would not significantly affect the goals of the process areas'. "*

Conclusion



The approach of facilitated training and appraisal works:

- Pro's
 - Brings the model alive
 - Practitioners discuss the work products in detail
 - Experience is shared by the appraisal team and client
 - Cost effective
 - Fast
- Con's
 - Requires more time of a specialist than a normal appraisal
 - Can require last minute interview planning
 - Can look chaotic

