

**THE PROBLEM**

Is your organization having problems with “high maturity” suppliers? After touting their “CMMI® processes” in proposals, has their “disappointing” performance included such “low” (or “no”) maturity problems as:

- failure to perform the most fundamental aspects of sound project management and administration
- poor estimates of key project planning parameters, leading to unexpected cost and schedule overruns
- poor progress visibility
- critical defects discovered in acceptance testing (or later)
- late system or component delivery
- costly rework of fielded systems?

Some high maturity suppliers perform very well, in a way that is consistent with the maturity level rating they have achieved.

Unfortunately, many do not. Based on actual performance, these suppliers evidently either:

- “gamed” their appraisal to “get the number” so that they could bid on contracts or
- abandoned the practices they were using when they received their high maturity rating.

Whatever the reason, these suppliers do not deliver on the expectations established by their proposals. Your program is not getting the level of performance the contractor promised, and for which they are being paid.

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**THE ROOT OF THE PROBLEM**

So why the problems with “high maturity” suppliers? Most problems can be traced to insufficient acquirer knowledge of the CMMI® for Development model. This incomplete understanding leads to:

- uncertainty about what “high maturity” means, and why using a high maturity supplier would be good for your program
- consequent low priority for CMMI provisions
- token attention to these provisions
- vague proposal requirements incorporated into “boilerplate” solicitation package components
- equally vague and unenforceable content in proposals submitted by offerors
- source selection board proposal evaluations that are limited to verifying offeror maturity claims on the SEI website
- inability to ensure that high maturity practices are being used during system development.

**ABOUT THE WORKSHOP**

This three-day workshop addresses CMMI®-DEV from an acquisition perspective. The knowledge gained enables:

- creating solicitation materials that require offerors to describe how they will do their development work rather than just stating the maturity level they achieved.
- knowledgeably evaluating proposals to determine consistency of described practices with the maturity level claimed
- monitoring supplier performance to determine consistency of their performed practices with those proposed.

After a brief introduction and description of CMMI®-DEV’s origins and history, attention turns to “levels,”

- what they mean
- how development organizations achieve them
- how they are appraised (and what can and cannot be inferred from appraisal results).

Since maturity level characteristics are cumulative, the workshop builds on this foundation to explore each successive maturity level in detail, including

- the nature and implications of processes used at that level
- the development areas to which those processes are applied.
- associated process work products that can provide useful information to acquirers.

At each maturity level (and for Integrated Process and Product Development) participants develop practical and useful products to support the CMMI-related aspects of their work:

- monitoring activities and checklists
- contractual provisions needed to enable these activities
- proposal checklists for offeror evaluation
- checklists for solicitation package content that will elicit meaningful and enforceable process-related proposal content
- acquisition program requirements that will be satisfied or supported by effective process monitoring.

This training experience is a workshop in the truest sense. Roughly half of the class time is devoted to practical exercises, including an integrating summary exercise at workshop end.

Participants complete needed work as a part of their training, and they can use the results immediately after completing the workshop. There are no “opportunity costs” for the workshop, since participants complete critical tasks that otherwise might never be addressed.

Integrated Process Solutions, Inc.’s CMMI® User Workshop is based on “CMMI® for Development, CMMI-DEV, V.1.2”, CMU/SEI-2006-TR-008, ESC-TR-2006-008 © 2006 by Carnegie Mellon University; however, neither Carnegie Mellon University nor the Software Engineering Institute directly or indirectly endorse it.

This course is not a Software Engineering Institute course and does not qualify attendees for any Software Engineering Institute course credit.

**AUDIENCE**

Anyone who is using (or intends to use) the CMMI®-DEV model for acquisition purposes. Included would be project and support staff for:

- government procurement organizations
- monitoring contractors, who guide government staff
- prime contractors, who need to select subcontractors and monitor their process performance
- commercial organizations, who acquire system components from suppliers
- contractor organizations, who need to prepare and follow through on process-related proposal material.

No prior knowledge of the CMMI®-DEV model or of other process standards or approaches is needed.

**TOPICS**

- Introduction
- CMMI Overview
- CMMI Conformance
- CMMI Appraisal
- Maturity Level 2 in Acquisition
- Maturity Level 3 in Acquisition
- Maturity Level 4 in Acquisition
- Maturity Level 5 in Acquisition
- Integrated Process and Product Development in Acquisition
- Action Planning
- Workshop Review and Summary

**COURSE MATERIALS**

The following materials will be provided for each participant:

- copies of the slides used in the course
- an exercise workbook
- CMMI®-related job aids and summaries.

**ABOUT THE INSTRUCTOR**

Dr. Chuck Myers has been affiliated with the SEI since 1987, first as a full-time Senior Member of the Technical Staff and subsequently as a part-time Visiting Scientist. He has participated in over 250 officially-sanctioned CMMI training experiences, and has trained and/or observed many of the Introduction to CMMI® authorized instructors.

Chuck developed and now has taught Integrated Process Solutions, Inc.'s CMMI® User Workshop internationally with excellent evaluations. The CMMI®-DEV for Systems Acquirers Workshop utilizes the same sound instructional approach, employs the same sort of compelling materials, and is taught by one of the most knowledgeable and capable CMMI instructors in the world.

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**PARTICIPANT COMMENTS**

This is a new workshop, so evaluation comments are not yet available. Since it is very similar in approach to the User Workshop, the following participant comments for this workshop sibling are provided here.

***From an Introduction to CMMI® Instructor***

I've been using (unashamedly) some of the concepts we discussed during the class...it was the best learning experience I've had relative to CMMI! ...

This course opens doors to understanding the true concepts introduced by the model, and for use in implementation of those concepts in a process improvement endeavor! The workshop design requires participation in identifying key themes and threads within the model, and enables a person to share their new understanding of the model with others. The ability to leave the course with a set of objectives and an approach for implementation is invaluable. I highly recommend this course to all practitioners responsible for developing and implementing a process improvement environment within their organization.

***Brief Comments from Various Participants***

This is the best training I have ever been on.

[My colleagues] raved about your workshop, but they didn't begin to do it justice."

The workshop is excellent, an absolute must for anyone wanting the use the model.

Excellent coverage took me from a minimal understanding to an advanced, practical understanding.

The themes and threads are wonderful. You have done a wonderful job at setting this up. It appeals at many levels.

Like the way we went down the levels to really understand the cross referencing and links.

Understanding the model relationships is truly an eye opener and clarifies so much with regards the models and ML's.

Very comfortable, pleasant environment.

Well presented by an extremely knowledgeable individual.

[Materials are] neat, simple, visually accessible.

This course answers the need to get deeper into 'how to apply, deploy, and stabilize.

Was interesting how capability and maturity was presented to both be openly recognized for improvement. (Not limiting oneself to ML requirements only and being held to intellectual boundaries of the model.

Overall exceptional course--last module is critical to have a take away that we can use to show what we've learned.

Definitely benefited from taking the course!

Good job. Love the slides--they are perfect for the type of workshop this is.