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## ORGANIZATIONAL PROCESS DEFINITION

A Process Management Process Area at Maturity Level 3

### Purpose

The purpose of Organizational Process Definition (OPD) is to establish and maintain a usable set of organizational process assets and work environment standards.

### Introductory Notes

Organizational process assets enable consistent process performance across the organization and provide a basis for cumulative, long-term benefits to the organization. (See the definition of “organizational process assets” in the glossary.)

Deleted: IPPD Addition¶

For IPPD, Organizational Process Definition +IPPD also covers the establishment of organizational rules and guidelines that enable conducting work using integrated teams.¶

The organization’s process asset library is a collection of items maintained by the organization for use by the organization’s people and projects. This collection of items includes descriptions of processes and process elements, descriptions of lifecycle models, process tailoring guidelines, process-related documentation, and data. The organization’s process asset library supports organizational learning and process improvement by allowing the sharing of best practices and lessons learned across the organization.

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The acquirer’s organizational process assets also include acquisition guidance and practices established for use across acquisition projects and which refer to applicable statutes and regulations.

The organization’s set of standard processes also describes standard interactions with suppliers. Supplier interactions are characterized by the following typical items: deliverables expected from suppliers, acceptance criteria applicable to those deliverables, standards (e.g., architecture and technology standards), and standard milestone and progress reviews.

The organization’s set of standard processes is tailored by projects to create their defined processes. Other organizational process assets are used to support tailoring and implementing defined processes. Work environment standards are used to guide the creation of project work environments.

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### Organizational Process Definition (OPD)

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A standard process is composed of other processes (i.e., subprocesses) or process elements. A *process element* is the fundamental (i.e., atomic) unit of process definition that describes activities and tasks to consistently perform work. The process architecture provides rules for connecting the process elements of a standard process. The organization's set of standard processes may include multiple process architectures.

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(See the definitions of "standard process," "process architecture," "subprocess," and "process element" in the glossary.)

Organizational process assets may be organized in many ways, depending on the implementation of the Organizational Process Definition process area. Examples include the following:

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- Descriptions of lifecycle models may be part of the organization's set of standard processes, or they may be documented separately.
- The organization's set of standard processes may be stored in the organization's process asset library, or it may be stored separately.
- A single repository may contain both measurements and process-related documentation, or they may be stored separately.

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## Related Process Areas

Refer to the Organizational Process Focus process area for more information about organizational process-related matters.

### Specific Goal and Practice Summary

#### SG 1 Establish Organizational Process Assets

- SP 1.1 Establish Standard Processes
- SP 1.2 Establish Lifecycle Model Descriptions
- SP 1.3 Establish Tailoring Criteria and Guidelines
- SP 1.4 Establish the Organization's Measurement Repository
- SP 1.5 Establish the Organization's Process Asset Library
- SP 1.6 Establish Work Environment Standards
- SP 1.7 Establish Rules and Guidelines for Integrated Teams

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IPPD Addition

SG 2 Enable IPPD Management

SP 2.1 Establish Empowerment Mechanisms

SP 2.2 Establish Rules and Guidelines for Integrated Teams

SP 2.3 Balance Team and Home Organization Responsibilities ... [1]

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IPPD Addition

Integrated processes that emphasize parallel rather than serial development are a cornerstone of IPPD implementation. The processes for developing the product and for developing product-related lifecycle processes, such as the manufacturing process and the support process, are integrated and conducted concurrently. Such integrated processes should accommodate the information provided by stakeholders representing all phases of the product lifecycle from both business and technical functions. Processes for effective teamwork are also needed.

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## Specific Practices by Goal

### SG 1 Establish Organizational Process Assets

**A set of organizational process assets is established and maintained.**

#### SP 1.1 Establish Standard Processes

**Establish and maintain the organization's set of standard processes.**

Standard processes may be defined at multiple levels in an enterprise and they may be related hierarchically. For example, an enterprise may have a set of standard processes that is tailored by individual organizations (e.g., a division or site) in the enterprise to establish their

## Organizational Process Definition (OPD)

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set of standard processes. The set of standard processes may also be tailored for each of the organization's business areas or product lines. Thus, the organization's set of standard processes can refer to the standard processes established at the organization level and standard processes that may be established at lower levels, although some organizations may have only one level of standard processes. (See the definitions of "standard process" and "organization's set of standard processes" in the glossary.)

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Multiple standard processes may be needed to address the needs of different application domains, lifecycle models, methodologies, and tools. The organization's set of standard processes contains process elements (e.g., a work product size-estimating element) that may be interconnected according to one or more process architectures that describe relationships among process elements.

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The organization's set of standard processes typically includes technical, management, administrative, support, and organizational processes.

Basing standard processes on industry standards and widely accepted models, with common terminology and lexicon, enables seamless interactions between the acquirer and supplier. In a multi-supplier environment, this seamless interaction is most important for acquirer standard processes that directly interface with supplier processes. Also, there may be cost and coordination benefits from having suppliers work together to develop or reconcile common support processes that are aligned with acquirer processes.

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<b>IPPD Addition¶</b>
In an IPPD environment, the organization's set of standard processes includes a process that projects use to establish a shared vision.¶

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The level of detail required for standard processes depends on the flexibility needed by an enterprise, for instance, based on differences in business context, project types, and application domains.

The organization's set of standard processes should collectively cover all processes needed by the organization and projects, including those addressed by the process areas at maturity level 2.

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**Typical Work Products**

1. Organization's set of standard processes

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**Subpractices**

1. Decompose each standard process into constituent process elements to the detail needed to understand and describe the process.

Each process element covers a bounded and closely related set of activities. The descriptions of process elements may be templates to be filled in, fragments to be completed, abstractions to be refined, or complete descriptions to be tailored or used unmodified. These elements are described in such detail that the process, when fully defined, can be consistently performed by appropriately trained and skilled people.

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- Examples of process elements include the following:
- Template for the conduct of management reviews
  - Templates for supplier deliverables
  - Common lexicon for directly interfacing acquirer and supplier processes
  - Templates for standard supplier agreements
  - Description of methods for verifying supplier estimates
  - Description of standard acquisition approaches related to learning with suppliers
  - Description of standard acceptance criteria
  - Description of standard decision making and issue resolution

Deleted: generating work product size estimates¶  
 <#>Description of work product design methodology¶  
 <#>Tailorable peer review methodology¶  
 Template for

2. Specify the critical attributes of each process element.

- Examples of critical attributes include the following:
- Process roles
  - Applicable standards
  - Applicable procedures, methods, tools, and resources
  - Process-performance objectives
  - Entry criteria
  - Inputs
  - Product and process measures to be collected and used
  - Verification points
  - Outputs
  - Interfaces
  - Exit criteria

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3. Specify relationships among process elements.

- Examples of relationships include the following:
- Order of the process elements
  - Interfaces among process elements
  - Interfaces with external processes
  - Interdependencies among process elements

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The rules for describing relationships among process elements are referred to as the process architecture. The process architecture covers essential requirements and guidelines. Detailed specifications of these relationships are covered in descriptions of defined processes that are tailored from the organization's set of standard processes.

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4. Ensure that the organization's set of standard processes adheres to applicable policies, standards and models.

Adherence to applicable process standards and models is typically demonstrated by developing a mapping from the organization's set of standard processes to

relevant process standards and models. This mapping is a useful input to future appraisals.

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- 5. Ensure that the organization's set of standard processes satisfies process needs and objectives of the organization.

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*Refer to the Organizational Process Focus process area for more information about establishing and maintaining the organization's process needs and objectives.*

- 6. Ensure that there is appropriate integration among processes that are included in the organization's set of standard processes.

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- 7. Document the organization's set of standard processes.

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- 8. Conduct peer reviews on the organization's set of standard processes.

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The acquirer's review of its standard processes can include the participation of suppliers for those processes and process elements that define standard interactions with suppliers.

Deleted: Refer to the Verification process area for more information about peer review.

- 9. Revise the organization's set of standard processes as necessary.

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### SP 1.2 Establish Lifecycle Model Descriptions

**Establish and maintain descriptions of lifecycle models approved for use in the organization.**

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Lifecycle models may be developed for a variety of customers or in a variety of situations, since one lifecycle model may not be appropriate for all situations. Lifecycle models are often used to define phases of the project. Also, the organization may define different lifecycle models for each type of product and service it delivers.

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Lifecycle models describe acquisition lifecycles, depending on the acquisition strategy chosen. The acquisition lifecycle typically begins with the pre-award phase of a supplier agreement, continues through the phases of awarding and managing the supplier agreement, and ends when the supplier agreement period of performance ends, usually with the acceptance and completion of the warranty for the acquired product and the transition of the product to the support organization.

#### Typical Work Products

- 1. Descriptions of lifecycle models

#### Subpractices

- 1. Select lifecycle models based on the needs of projects and the organization.

Deleted: For example, project lifecycle models include the following.

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<#>Waterfall¶
<#>Spiral¶
<#>Evolutionary¶
<#>Incremental¶
<#>Iterative¶
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- 2. Document descriptions of lifecycle models.

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Lifecycle models may be documented as part of the organization's standard process descriptions or they may be documented separately.

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- 3. Conduct peer reviews on lifecycle models.

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The acquirer's review of lifecycle models should include the participation of suppliers for those processes and process elements that define expectations and constraints for suppliers.

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Deleted: Refer to the Verification process area for more information about conducting peer reviews.¶

4. Revise the descriptions of lifecycle models as necessary.

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### SP 1.3 Establish Tailoring Criteria and Guidelines

**Establish and maintain tailoring criteria and guidelines for the organization's set of standard processes.**

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Tailoring criteria and guidelines describe the following:

- How the organization's set of standard processes and organizational process assets are used to create defined processes
- Mandatory requirements that must be satisfied by defined processes (e.g., the subset of organizational process assets that are essential for any defined process)
- Options that can be exercised and criteria for selecting among options
- Procedures that must be followed in performing and documenting process tailoring

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In creating the tailoring criteria and guidelines, include considerations for concurrent development and operating with integrated teams. For example, how one tailors the manufacturing process will be different depending on whether it is developed serially after the product has been developed or in parallel with the development of the product, as in IPPD. Processes, such as resource allocation, will also be tailored differently if the project is operating with integrated teams.¶

Examples of reasons for tailoring include the following:

- Adapting the process for a new supplier
- Customizing the process for an application or class of similar applications
- Elaborating the process description so that the resulting defined process can be performed
- Accommodating supplier characteristics such as the number of projects executed for the acquirer and the supplier's process maturity
- Following the acquisition strategy

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Flexibility in tailoring and defining processes is balanced with ensuring appropriate consistency of processes across the organization. Flexibility is needed to address contextual variables such as the domain; nature of the customer; cost, schedule, and quality tradeoffs; technical difficulty of the work; and experience of the people implementing the process. Consistency across the organization is needed so that organizational standards, objectives, and strategies are appropriately addressed, and process data and lessons learned can be shared.

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Tailoring is a critical activity that allows controlled changes to processes due to the specific needs of a project or a part of the organization. Processes and process elements that are directly related to critical business goals and objectives should usually be defined as mandatory (allowing less variation), but processes and process elements that are less critical or only indirectly affect business objectives may allow for more tailoring (and therefore more variation). The amount of tailoring could also depend on the project's lifecycle model, the supplier, or the acquirer-supplier relationship.

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### Organizational Process Definition (OPD)

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Tailoring criteria and guidelines may allow for using a standard process "as is," with no tailoring.

**Typical Work Products**

1. Tailoring guidelines for the organization's set of standard processes

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**Subpractices**

1. Specify selection criteria and procedures for tailoring the organization's set of standard processes.

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*To fully leverage the supplier's process capability, the acquirer may choose to minimize the tailoring of the supplier's standard processes. Depending on the interfaces of the acquirer's processes with the supplier's processes, the acquirer's standard processes may be tailored to allow the supplier to execute its standard processes.*

Examples of criteria and procedures include the following:

- Criteria for selecting lifecycle models from those approved by the organization
- Criteria for selecting process elements from the organization's set of standard processes
- Procedures for tailoring selected lifecycle models and process elements to accommodate process characteristics and needs
- *Criteria for selecting an acquisition strategy and suppliers*
- *Criteria for selecting acquirer processes based on supplier process tailoring such as adding or combining testing cycles*

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Examples of tailoring include the following:

- Modifying a lifecycle model
- Combining elements of different lifecycle models
- Modifying process elements
- Replacing process elements
- Reordering process elements

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2. Specify the standards used for documenting defined processes.
3. Specify the procedures used for submitting and obtaining approval of waivers from requirements of the organization's set of standard processes.
4. Document tailoring guidelines for the organization's set of standard processes.
5. Conduct peer reviews on the tailoring guidelines.
6. Revise tailoring guidelines as necessary.

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Deleted: Refer to the Verification process area for more information about conducting peer reviews.¶

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**SP 1.4 Establish the Organization's Measurement Repository**

***Establish and maintain the organization's measurement repository.***

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Refer to the Use Organizational Process Assets for Planning Project Activities specific practice of the Integrated Project Management process area for more information about the use of the organization's measurement repository in planning project activities.

The repository contains both product and process measures related to the organization's set of standard processes. It also contains or refers to information needed to understand and interpret measures and to assess them for reasonableness and applicability. For example, the definitions of measures are used to compare similar measures from different processes.

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Standard measures that must be collected from the supplier are included as requirements in standard supplier agreements and may appear in the organization's measurement repository.

**Typical Work Products**

1. Definition of the common set of product and process measures for the organization's set of standard processes
2. Design of the organization's measurement repository
3. Organization's measurement repository (i.e., the repository structure and support environment)
4. Organization's measurement data

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**Subpractices**

1. Determine the organization's needs for storing, retrieving, and analyzing measurements.
2. Define a common set of process and product measures for the organization's set of standard processes.

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Measures in the common set are selected based on the organization's set of standard processes. They are selected for their ability to provide visibility into process performance and to support expected business objectives. The common set of measures may vary for different standard processes.

Standard measures are selected for their ability to provide visibility into processes critical to expected business objectives and to focus on elements significantly impacting performance within a project and across the organization.

Measures defined include those related to agreement management, some of which may need to be collected from suppliers.

Operational definitions for measures specify procedures for collecting valid data and the point in the process where data will be collected.

Refer to the Measurement and Analysis process area for more information about defining measures.

Deleted: Examples of classes of commonly used measures include the following:¶

<#>Estimates of work product size (e.g., pages)¶

<#>Estimates of effort and cost (e.g., person hours)¶

<#>Actual measures of size, effort, and cost¶

<#>Quality measures (e.g., number of defects found or severity of defects)¶

<#>Peer review coverage¶

<#>Test coverage¶

<#>Reliability measures (e.g., mean time to failure)¶

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3. Design and implement the measurement repository.
4. Specify procedures for storing, updating, and retrieving measures.

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**Organizational Process Definition (OPD)**

- 5. Conduct peer reviews on definitions of the common set of measures and procedures for storing, updating, and retrieving measures.

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- 6. Enter specified measures into the repository.

*Refer to the Measurement and Analysis process area for more information about collecting and analyzing data.*

Deleted: Refer to the Verification process area for more information about conducting peer reviews.¶

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- 7. Make the contents of the measurement repository available for use by the organization and projects, as appropriate.

- 8. Revise the measurement repository, the common set of measures, and procedures as the organization's needs change.

Examples of when the common set of measures may need to be revised include the following:

- New processes are added
- Processes are revised and new measures are needed
- Finer granularity of data is required
- Greater visibility into the process is required
- Measures are retired

**SP 1.5 Establish the Organization's Process Asset Library**

***Establish and maintain the organization's process asset library.***

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Examples of items to be stored in the organization's process asset library include the following:

- Organizational policies
- Defined process descriptions
- Procedures (e.g., estimating procedure)
- Development plans
- Acquisition plans
- Quality assurance plans
- Training materials
- Process aids (e.g., checklists)
- Lessons-learned reports

**Typical Work Products**

- 1. Design of the organization's process asset library
- 2. The organization's process asset library
- 3. Selected items to be included in the organization's process asset library
- 4. The catalog of items in the organization's process asset library

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**Subpractices**

1. Design and implement the organization's process asset library, including the library structure and support environment.
2. Specify criteria for including items in the library.
3. Specify procedures for storing, updating, and retrieving items.
4. Enter selected items into the library and catalog them for easy reference and retrieval.
5. Make items available for use by projects.
6. Periodically review the use of each item and use results to maintain the library contents.
7. Revise the organization's process asset library as necessary.

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Items are selected based primarily on their relationship to the organization's set of standard processes.

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Examples of when the library may need to be revised include the following:

- New items are added
- Items are retired
- Current versions of items are changed

**SP 1.6 Establish Work Environment Standards**

***Establish and maintain work environment standards.***

Work environment standards allow the organization and projects to benefit from common tools, training, and maintenance, as well as cost savings from volume purchases. Work environment standards address the needs of all stakeholders and consider productivity, cost, availability, security, and workplace health, safety, and ergonomic factors. Work environment standards can include guidelines for tailoring and the use of waivers that allow adaptation of the project's work environment to meet needs.

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Examples of work environment standards include the following:

- Procedures for the operation, safety, and security of the work environment
- Standard workstation hardware and software
- Standard application software and tailoring guidelines for it
- Standard production and calibration equipment
- Process for requesting and approving tailoring or waivers

**Typical Work Products**

1. Work environment standards

**Subpractices**

1. Evaluate commercially available work environment standards appropriate for the organization.

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**Organizational Process Definition (OPD)**

2. Adopt existing work environment standards and develop new ones to fill gaps based on the organization's process needs and objectives.

**SP 1.7 Establish Rules and Guidelines for Integrated Teams**

**Establish and maintain organizational rules and guidelines for the structure, formation, and operation of integrated teams.**

In an acquisition organization, integrated teams are useful not just in the acquirer's organization but between the acquirer and supplier and among the acquirer, supplier, and other relevant stakeholders, as appropriate. Integrated teaming may be especially important in a system of systems environment.

Operating rules and guidelines for integrated teams define and control how teams are created and how they interact to accomplish objectives. Integrated team members must understand the standards for work and participate according to those standards.

Structuring integrated teams involves defining the number of teams, the type of each team, and how each team relates with the others in the structure. Forming integrated teams involves chartering each team, assigning team members and team leaders, and providing resources to each team to accomplish its work.

**Typical Work Products**

1. Rules and guidelines for structuring and forming integrated teams

**Subpractices**

1. Establish and maintain empowerment mechanisms to enable timely decision making.

In a successful teaming environment, clear channels of responsibility and authority must be established. Issues can arise at any level of the organization when integrated teams assume too much or too little authority and when it is unclear who is responsible for making decisions. Documenting and deploying organizational guidelines that clearly define the empowerment of integrated teams can prevent these issues.

2. Establish rules and guidelines for structuring and forming integrated teams.

Organizational process assets can help the project to structure and implement integrated teams. Such assets may include the following:

- Team structure guidelines
- Team formation guidelines
- Team authority and responsibility guidelines
- Guidelines for establishing lines of communication and authority
- Team leader selection criteria

3. Define the expectations, rules, and guidelines that guide how integrated teams work collectively.

These rules and guidelines establish organizational practices for consistency across integrated teams and can include the following:

- How interfaces among integrated teams are established and maintained
- How assignments are accepted
- How resources and inputs are accessed
- How work gets done
- Who checks, reviews, and approves work
- How work is approved
- How work is delivered and communicated
- Reporting chains
- Reporting requirements (e.g., cost, schedule, and performance status), measures, and methods
- Progress reporting measures and methods

4. Maintain the rules and guidelines for structuring and forming integrated teams.

5. Establish and maintain organizational guidelines to help team members balance their team and home organization responsibilities.

A home organization is the part of the organization to which team members are assigned when they are not on an integrated team. A home organization may be called a functional organization, home base, home office, or direct organization.

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Organizational Process Definition (OPD)

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IPPD Addition	
SG 2 Enable IPPD Management	
SP 2.1	Establish Empowerment Mechanisms
SP 2.2	Establish Rules and Guidelines for Integrated Teams
SP 2.3	Balance Team and Home Organization Responsibilities

## IPPD Addition

### SG 2 Enable IPPD Management

***Organizational rules and guidelines, which govern the operation of integrated teams, are provided.***

An organizational infrastructure that supports and promotes IPPD concepts is critical if it is to be successfully sustained over the long term. These rules and guidelines promote concepts such as integrated teaming and allow for empowered decision making at many levels. Through its rules and guidelines, the organization demonstrates commitment to IPPD and the success of its integrated teams.

IPPD rules and guidelines become part of the organization's set of standard processes and the project's defined process. The organization's standard processes enable, promote, and reinforce the behaviors expected from projects, integrated teams, and people. These expected behaviors are typically communicated in the form of policies, operating procedures, guidelines, and other organizational process assets.

#### SP 2.1 Establish Empowerment Mechanisms

***Establish and maintain empowerment mechanisms to enable timely decision making.***

In a successful IPPD environment, clear channels of responsibility and authority must be established. Issues can arise at any level of the organization when integrated teams assume too much or too little authority and when it is unclear who is responsible for making decisions. Documenting and deploying organizational guidelines that clearly define the empowerment of integrated teams can prevent these issues.

## IPPD Addition

Implementing IPPD introduces challenges to leadership because of the cultural changes required when people and integrated teams are empowered and decisions are driven to the lowest level appropriate. Effective and efficient communication mechanisms are critical to timely and sound decision making in the integrated work environment. Once an integrated team project structure is established and training is provided, mechanisms to handle empowerment, decision making, and issue resolution also need to be provided.

*Refer to the Decision Analysis and Resolution process area for more information about decision making.*

### Typical Work Products

1. Empowerment rules and guidelines for people and integrated teams
2. Decision-making rules and guidelines
3. Issue resolution documentation

### Subpractices

1. Determine rules and guidelines for the degree of empowerment provided to people and integrated teams.

Factors to consider regarding integrated team empowerment include the following:

Authority of teams to pick their own leader

Authority of teams to implement subteams (e.g., a product team forming an integration subteam)

The degree of collective decision making

The level of consensus needed for integrated team decisions

How conflicts and differences of opinion within the integrated teams are addressed and resolved

2. Determine rules and guidelines for the use of different decision types in making various kinds of team decisions.
3. Define the process for using the decision-making rules and guidelines.
4. Define a process for issue resolution when an issue cannot be decided at the level at which it arose.

*Refer to the Resolve Coordination Issues specific practice in the Integrated Project Management process area for more information about resolving issues with relevant stakeholders.*

5. Maintain the empowerment mechanisms and the rules and

## IPPD Addition

guidelines for decision making.

### **SP 2.2 Establish Rules and Guidelines for Integrated Teams**

***Establish and maintain organizational rules and guidelines for structuring and forming integrated teams.***

Operating rules and guidelines for the integrated teams define and control how teams interact to accomplish objectives. These rules and guidelines also promote the effective leveraging of the teams' efforts, high performance, and productivity. Integrated team members must understand the standards for work and participate according to those standards.

#### **Typical Work Products**

1. Rules and guidelines for the structuring and formation of integrated teams

#### **Subpractices**

1. Establish rules and guidelines for structuring and forming integrated teams.

Organizational process assets can help the project to structure and implement integrated teams. Such assets may include the following:

- Team structure guidelines
- Team formation guidelines
- Team authority and responsibility guidelines
- IPPD implementation techniques
- Guidelines for managing risks in IPPD
- Guidelines for establishing lines of communication and authority
- Team leader selection criteria
- Team responsibility guidelines

2. Define the expectations, rules, and guidelines that will guide how the integrated teams work collectively.

These rules and guidelines establish organizational practices for consistency across integrated teams and can include the following:

- How interfaces among integrated teams are established and maintained
- How assignments are accepted
- How resources and input are accessed
- How work gets done
- Who checks, reviews, and approves work

## IPPD Addition

How work is approved

How work is delivered and communicated

Reporting chains

Reporting requirements (cost, schedule, and performance status), measures, and methods

Progress reporting measures and methods

3. Maintain the rules and guidelines for structuring and forming integrated teams.

### **SP 2.3 Balance Team and Home Organization Responsibilities**

***Establish and maintain organizational guidelines to help team members balance their team and home organization responsibilities.***

A “home organization” is the part of the organization to which team members are assigned when they are not on an integrated team. A home organization may be called a “functional organization,” “home base,” “home office,” or “direct organization.” Home organizations are often responsible for the career growth of their members (e.g., performance appraisals and training to maintain functional and discipline expertise).

In an IPPD environment, reporting procedures and rating systems assume that members’ responsibilities are focused on the integrated team, not on the home organization. However, the responsibility of integrated team members to their home organizations is also important, specifically for process implementation and improvement. Workloads and responsibilities should be balanced between projects and functions, and career growth and advancement. Organizational mechanisms should exist that support the home organization while aligning the workforce to meet business objectives in a teaming environment.

Sometimes teams persist beyond their productive life in organizations that do not have a home organization for the team members to return to after the integrated team is dissolved. Therefore, there should be guidelines for disbanding the integrated teams and maintaining home organizations.

#### **Typical Work Products**

1. Organizational guidelines for balancing team and home organization responsibilities
2. Performance review process that considers both functional supervisor and team leader input

#### **Subpractices**

1. Establish guidelines for home organization responsibilities that promote integrated team behavior.

## IPPD Addition

2. Establish guidelines for team management responsibilities to ensure integrated team members report appropriately to their home organizations.
3. Establish a performance review process that considers input from both home organization and integrated team leaders.
4. Maintain the guidelines for balancing team and home organization responsibilities.

## Generic Practices by Goal

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### Continuous Only

#### GG 1 Achieve Specific Goals

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*The process supports and enables achievement of the specific goals of the process area by transforming identifiable input work products to produce identifiable output work products.*

#### GP 1.1 Perform Specific Practices

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

#### GG 2 Institutionalize a Managed Process

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*The process is institutionalized as a managed process.*

## Staged Only

### GG 3 Institutionalize a Defined Process

***The process is institutionalized as a defined process.***

This generic goal's appearance here reflects its location in the staged representation.

### GP 2.1 Establish an Organizational Policy

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

Elaboration:

This policy establishes organizational expectations for establishing and maintaining a set of standard processes for use by the organization and making organizational process assets available across the organization.

### GP 2.2 Plan the Process

***Establish and maintain the plan for performing the organizational process definition process.***

Elaboration:

This plan for performing the organizational process definition process can be part of (or referenced by) the organization's process improvement plan.

### GP 2.3 Provide Resources

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

Elaboration:

A process group typically manages the organizational process definition activities. This group typically is staffed by a core of professionals whose primary responsibility is coordinating organizational process improvement. This group is supported by

process owners and people with expertise in various disciplines such as the following:

- Project management
- The appropriate engineering disciplines
- Configuration management
- Quality assurance

Examples of other resources provided include the following tools:

- Database management systems
- Process modeling tools
- Web page builders and browsers

#### **GP 2.4 Assign Responsibility**

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

#### **GP 2.5 Train People**

***Train the people performing or supporting the organizational process definition process as needed.***

Elaboration:

Examples of training topics include the following:

- CMMI and other process and process improvement reference models
- Planning, managing, and monitoring processes
- Process modeling and definition
- Developing a tailorable standard process
- Developing work environment standards
- Ergonomics

#### **GP 2.6 Manage Configurations**

***Place designated work products of the organizational process definition process under appropriate levels of control.***

Elaboration:

Examples of work products placed under control include the following:

- Organization's set of standard processes
- Descriptions of the lifecycle models
- Tailoring guidelines for the organization's set of standard processes
- Definitions of the common set of product and process measures
- Organization's measurement data

**IPPD Addition**

Examples of work products placed under control include the following:

- Empowerment rules and guidelines for people and integrated teams
- Organizational process documentation for issue resolution

**GP 2.7 Identify and Involve Relevant Stakeholders**

***Identify and involve the relevant stakeholders of the organizational process definition process as planned.***

Elaboration:

Examples of activities for stakeholder involvement include the following:

- Reviewing the organization's set of standard processes
- Reviewing the organization's lifecycle models
- Resolving issues on the tailoring guidelines
- Assessing the definitions of the common set of process and product measures
- Reviewing the work environment standards

**IPPD Addition**

Examples of activities for stakeholder involvement also include the following:

- Establishing and maintaining IPPD empowerment mechanisms
- Establishing and maintaining organizational rules and guidelines for the structuring and forming of integrated teams

**GP 2.8 Monitor and Control the Process**

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

Elaboration:

Examples of measures and work products used in monitoring and controlling include the following:

- Percentage of projects using the process architectures and process elements of the organization's set of standard processes
- Defect density of each process element of the organization's set of standard processes
- Number of worker's compensation claims due to ergonomic problems
- Schedule for development of a process or process change

## **GP 2.9 Objectively Evaluate Adherence**

***Objectively evaluate adherence of the organizational process definition process against its process description, standards, and procedures, and address noncompliance.***

Elaboration:

Examples of activities reviewed include the following:

- Establishing organizational process assets

### **IPPD Addition**

Examples of activities reviewed also include the following:

- Determining rules and guidelines for the degree of empowerment provided to people and integrated teams
- Establishing and maintaining an issue resolution process

Examples of work products reviewed include the following:

- Organization's set of standard processes
- Descriptions of the lifecycle models
- Tailoring guidelines for the organization's set of standard processes
- Organization's measurement data

### **IPPD Addition**

Examples of work products reviewed also include the following:

- Empowerment rules and guidelines for people and integrated teams
- Organizational process documentation

**GP 2.10 Review Status with Higher Level Management**

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

**Continuous Only**

**GG 3 Institutionalize a Defined Process**

***The process is institutionalized as a defined process.***

This generic goal's appearance here reflects its location in the continuous representation.

**GP 3.1 Establish a Defined Process**

***Establish and maintain the description of a defined organizational process definition process.***

**GP 3.2 Collect Improvement Information**

***Collect work products, measures, measurement results, and improvement information derived from planning and performing the organizational process definition process to support the future use and improvement of the organization's processes and process assets.***

Elaboration:

Examples of work products, measures, measurement results, and improvement information include the following:

- Submission of lessons learned to the organization's process asset library
- Submission of measurement data to the organization's measurement repository
- Status of the change requests submitted to modify the organization's standard process
- Record of non-standard tailoring requests

**IPPD Addition**

Examples of work products, measures, measurement results, and improvement information also include the following:

- Status of performance review input from integrated teams

**Continuous Only**

**GG 4 Institutionalize a Quantitatively Managed Process**

*The process is institutionalized as a quantitatively managed process.*

**GP 4.1 Establish Quantitative Objectives for the Process**

*Establish and maintain quantitative objectives for the organizational process definition process, which address quality and process performance, based on customer needs and business objectives.*

**GP 4.2 Stabilize Subprocess Performance**

*Stabilize the performance of one or more subprocesses to determine the ability of the organizational process definition process to achieve the established quantitative quality and process-performance objectives.*

**GG 5 Institutionalize an Optimizing Process**

*The process is institutionalized as an optimizing process.*

**GP 5.1 Ensure Continuous Process Improvement**

*Ensure continuous improvement of the organizational process definition process in fulfilling the relevant business objectives of the organization.*

**GP 5.2 Correct Root Causes of Problems**

*Identify and correct the root causes of defects and other problems in the organizational process definition process.*