

Debating the *Tough* (SCAMPI) Change Requests

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March, 2005

Agenda

- **Three suggested changes to SCAMPI**
 - Suggested change #1
 - Suggested change #2
 - Suggested change #3
- **Conclude my remarks on the 3 suggested changes**
- **Summarize my position on the 3 suggested changes**
- **Q&A on the 3 suggested changes**
- **Move on from the 3 suggested changes**
 - Return, as necessary, to the 3 suggested changes
- **Conduct “whine and jeez party” on 2 other points**
 - Nothing to do with the 3 suggested changes.

Appraisal Administrivia (AA)

- Excessively redundant over and over again repeatedly

– TPWEB

- Appraisal Setup
- Team Member Setup

– SCAMPI Appraisal Forms

- Appraisal Input
- Appraisal Plan
- PAIS
- Appraisal Disclosure Statement

– Feedback forms

- Sponsor
- Appraisal Team Leader
- Team Member

Process Assessment, Consulting and Training

Appraisal ID Numbers Found:

ACME Products
SCAMPv1.1 1234

[Appraisal Setup](#)
[PAIS Form](#)

[Home](#) | [Menu Page](#) | [Logout](#)

Process Appraisal Information System (PAIS): Record of Entry Form
Version 3.5.1 - November 2004

About the Appraisal

Required

1. Type of Appraisal Conducted (please select one)

SEI SCAMPi™ V1.1 Class - Standard CMMi® Appraisal Method for Process Improvement


SEI CBA IPI - CMMi® Based Appraisal for Internal Process Improvement

SEI IP - Interim Profile™

SEI SCE™ - Software Capability Evaluation

OTHER (please specify the name of the appraisal method below)

Description above required if type of appraisal conducted is OTHER. (500 character maximum)

 CBA IPI Assessment – Team Member Feedback Form

Name _____ To _____ Date of CBA IPI _____

Organization _____ Lead Assessor: _____

Address _____ SEI ID # _____

What CMM training did the Lead Assessor provide for you prior to the assessment?

SEI's Introduction to the CMM Course

Equivalent CMM training taught by: ____

Abbreviated CMM overview (1 day or less)

No CMM training was provided

Other: _____

Debating the Tough Change Requests - v1.0

Appraisal Administrivia (AA)

– Appraisal Input	11 pages / 310 fields
– Appraisal Plan	12 pages / 277 fields
– PAIS	14 pages / 196 fields
– Appraisal Disclosure Statement	10 pages / 164 fields

Total:	47 pages / 947 fields

Appraisal Administrivia (AA)

	Input	Plan	ADS	PAIS
Input (310)		86%	29%	22%
Plan (277)	96%		32%	25%
ADS (196)	55%	46%		32%
PAIS (164)	42%	42%	38%	

Appraisal Administria (AA)

- **Suggested Change #1**
 - **TPWEB assigns Appraisal Number (as it does now)**
 - **Use Appraisal Number to tie together all of the data**
 - **Objective should be to enter any data element once**
 - **Consolidate:**
 - **Appraisal Input**
 - **Appraisal Plan**
 - **PAIS.**

Not Applicable Doesn't Apply

- **Only process areas can be deemed “not applicable”**
 - If PA is in scope then so are ALL its goals/practices
 - Practices cannot be characterized as “NA”
- **Published scenario to lead appraiser community**
 - Applying TS SP1.1 to a very small software project
 - “Develop detailed alternative solutions and selection criteria”
 - 25%+ said “deem practice ‘Not Applicable’”
 - Either didn't know the rules or didn't care
 - 40%+ said “declare alternative practice”
 - Where the alternative practice is essentially the <null set>
 - Other 30+% said, “deal with it” or “flunk ‘em.”

Not Applicable Doesn't Apply

- **Suggested Change #2**

- **Explicitly allow <null set> as alternative practice**

- **Better yet, get out of denial with respect to “not applicable” practices!**

- **Re-introduce “professional judgment” into appraisal process**
 - **Publish “case law” to enhance lead appraiser consistency.**

Typical Work Products – Informative?

- **Required/expected/informative model component**
 - Goals are required
 - Practices are expected
 - “Expected” allows for acceptable alternatives
 - Everything else (including TWPs) is informative
- **SCAMPI**
 - All practices must be “FI” or “LI” to satisfy the goal
 - FI/LI instantiation characterizations need direct artifact
 - Direct artifact = TWP or acceptable alternative
 - Aren’t TWPs really expected model components?

Typical Work Products – Informative?

- **Suggested Change #3**

- **Re-classify Typical Work Products as expected model components**

- “If it walks like a duck, and quacks like a duck...”

- **“Without direct artifacts to substantiate practice implementation, we must inform you that you have not achieved your target level.”**

- **Achieves better alignment between model component classification and SCAMPI appraisal method.**

Whine and Jeez Party

- **Nothing to do with the 3 suggested changes!**

It's No PIIDly Task!

- **Goal of the SCAMPI method author team – keep onsite period to 100 hours**
 - **Led to philosophical change:**
 - Discovery onsite => Verification onsite**
 - **Shifted loads of work to the organization**
 - **Horror stories about PIIDs**
 - **SEPG: Save Everything to make PIIDS Good**
 - **Most SCAMPIs are much more costly/disruptive than CBA IPIs**
- **Feels more like an “audit” than an “appraisal”**
 - **Show me, show me, show me**
 - **SCAMPI MDD: “Too much dependence on artifacts could result in the **perception** that the appraisal was a ‘paper-review’ ...”**

Indirect Artifacts

- **SCAMPI MDD:**

“Artifacts that are a consequence of performing a practice or that substantiate its implementation, but **which are not the purpose for which the practice is performed.”**

- **Some organizations (and appraisal teams) invest much more time on indirect artifacts than on direct**
 - **Turns project teams into pack rats**
 - **It’s much easier to simply get affirmations**
 - **But then every project gets queried on every practice**
 - **Turns interviews into inquisitions!**

Redundancy Over and Over (1 of 1)

- **Appraisal Administrivia (AA)**

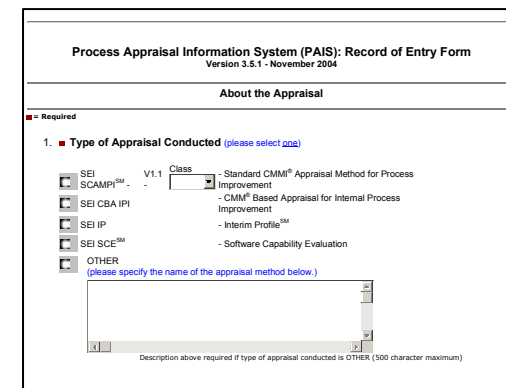
- **TPWEB**

- Appraisal Setup
- Team Member Setup



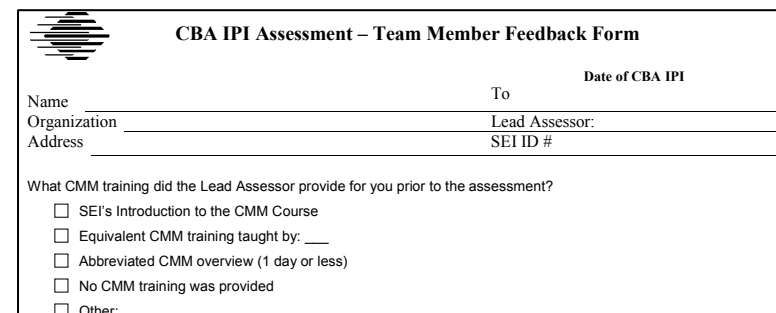
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- **Feedback forms**

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