

Real Life Experience - How to Develop CMMI Processes?

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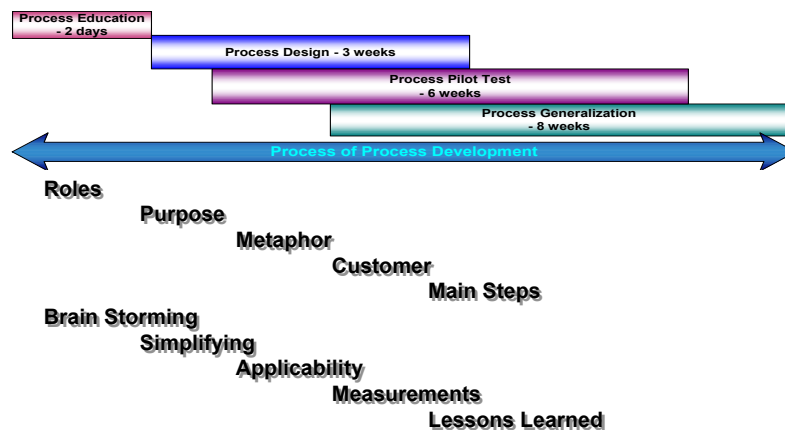
Agenda

- Time Chart
- Process Development
 - Roles Project Tracking and Oversight
 - Purpose Project Tracking and Oversight
 - Metaphor Project Tracking and Oversight
 - Customers & Main Steps Supplier Agreement Management
 - Brain Storming Process and Product Quality Assurance
 - Simplifying Process and Product Quality Assurance
 - Applicability Process and Product Quality Assurance
 - Measurements Measurements and Analyses
 - Lessons Learned Measurements and Analyses

Time Chart

- November 2003 - BIMAR has initiated an SPI project to reach CMMI L2 in 2004 using XP practices at the same time
- December 2003 - process development with four processes started and last in seven weeks
- March 2004 – the remaining three processes started and will be finished in about 4 weeks
- July 2004 – target finish date

Process Development



Roles Project Tracking and Oversight

- **Manager**
process leader
- **Script Writer**
keeps the process development documents up-to-date.
- **Time Keeper**
keeps track of time
- **Reviewer**
makes critics on process development studies
- **Team Member 1**
- **Team Member 2**

Purpose Project Tracking and Oversight

- Brain Storming Session

	TO DEFINE THE PURPOSE
CHOSEN ITEMS	
A	To track that the project plans are correct
A1	To track the risks
A2-B2	To be aware of the delays asap
A3	To track whether the communication plan is applied or it is sufficient
Purpose	To ensure that the project sticks to the proposed time and quality

- Simplifying
- Forming the guiding principle; "Process Purpose"
- *To inform the PM and top-management as soon as possible about the deviations in plans and to track the captured problems until they are solved in order to assist the PM in delivering the project in the promised period of time and with minimum amount of defects.*

Metaphor Project Tracking and Oversight

- Brain Storming Session
 - A season for a football team
 - A building under construction
 - Formula 1 PİT Stop
- Team Study – All relevant processes and process responsibilities can be shown on these metaphors?
- Choose the most suitable and the most attractive
- *Process Metaphor : Formula 1 PİT Stop*

Metaphor Project Tracking and Oversight

FORMULA 1 - PİT STOP



Customers& Main Steps Supplier Agreement Management

- To determine the customers and the main steps, the process team made use of:
 - ✓ **THE METAPHOR**
 - "A rental car company" that rents car from suppliers and
 - rents cars to customers.
 - **BRAINSTORMING**
 - A tool used by teams for creative exploration of options in an environment free of criticism.
 - **Brainstorming Rules:**
 - Active participation by everyone
 - No discussion
 - Built on others's ideas
 - Display ideas as presented
 - Set a time limit
 - Clarify and combine

Customers& Main Steps Supplier Agreement Management

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">■ Customers<ul style="list-style-type: none">■ Arkas Holding companies■ Arkas High Level Management■ IT Systems Coordination■ Our suppliers (even their sub constructor)■ Bimar S.A | <ul style="list-style-type: none">■ Main Steps<ol style="list-style-type: none">1. Analysis and Request for Info2. Selection of Supplier3. Contract Preparation4. Contract Management5. Closure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Brain Storming Process and Product Quality Assurance

- Brain Storming – idea generation method :
 - All ideas about Quality Assurance activities that could
 - be performed in BIMAR were recorded, regardless of
 - they were reasonable or not
 - All ideas were explained in detail for correct
 - understanding
 - These ideas were grouped under process main steps. Main steps of CMMI Process and Product Quality Assurance process were obtained

Simplifying Process and Product Quality Assurance

- Process step ideas produced with brain storming method, were reduced according to three criteria :
 - Are we too perfectionists ?
 - What we lose when we omit this step?
 - No need to say, it is obvious!

Applicability Process and Product Quality Assurance

- To provide applicability of process steps, some pre-requisites and support activities required for performing process step, were defined.
- Thus it was tried to expose missing points which could be appear during the application of processes. Some examples of these items are below.
 - For each project, there must be a Quality Assurance Responsible be appointed by Project Office Manager
 - Self-evaluation reports must be placed in Configuration Management System

Measurements Measurements and Analysis

- Demand Creation
 - ✓ The number of demand per period of time
- Design
 - ✓ Project planning duration
 - ✓ Project Management duration
 - ✓ Pilot Project duration
 - ✓ The expected cost profit ratio of the project
 - ✓ The real cost of the project
- Value Added Analysis
 - ✓ Recovery project cost / Expected profit
 - ✓ Measurement operation cost / Expected profit

Lessons Learned Measurements and Analysis

- **Some suggestions for better meetings:**
 - Some topics are over-negotiated
 - Our agenda was un-structured
 - Agenda was not properly followed
 - We have difficulty on understanding each other
 - Sometimes we didn't review the lessons learned at the beginning of the meeting
 - Due dates should be given for each task so that we need to know when we need to finish.
 - Tasks should be divided into smallest units so that we will be able to live feeling of completion.

Lessons Learned Measurements and Analysis

- **Positive Perspective**
 - It was a very efficient study for the first time of the team
 - Standardization of the terminology enhanced the communication
 - Flow Charts make us understand each other easily
 - Conflict among group, demonstrates that we have an idea about topic
 - Preparation of the scenario makes process steps more clear
 - Keeping all documents in a specific folder accelerated our study

Thank You

Questions & Comments