

Breakout Session Report

Use of CMMI in Acquisition:
Guidebook, Training, & other

NDIA Workshop and Summit
September 7 & 8, 2005

Breakout Session Approach

1. Define Problem
2. Identify Root Cause(s)
3. Generate Suggested Guidebook & Training Solutions & Action/Implementation Recommendations
4. Prioritized Guidebook Solution
5. Achieved consensus on Training Solutions and Action/Implementation Recommendations
6. Create Report Out Briefing

Defining the Problem

- We have failed programs but don't know the reason why programs fail
 - How do we find out what caused the program failures?
 - Some high maturity organizations have experienced failures
- Programs execute at lower maturity levels than their home organizations have achieved

Problem Statement:

High Maturity practices are not consistently applied at the project level after contract award

Root Causes

- **Low percentage of Acquisition workforce is trained in CMMI**
 - Have difficulty in applying effective means of using CMMI to evaluate organizational maturity and potential of supplier to execute after award
 - Can't be successful if workforce is not capable of applying CMMI in acquisition
- **Misusing CMMI could create problems with long term organizational improvements**
 - Attempting to force short term results on a long term process of incremental improvement may not achieve results
- **PMOs don't understand why CMMI is important and it is difficult to interpret CMMI ratings**
 - PMOs discourage use of high maturity practices in some cases after award
- **The CMMI rating system does not meet expectations of the acquirers for the execution on the next project**
- **Some programs do not specify process requirements in RFPs**
- **Programs fail because of poor deployment & monitoring of credible integrated system engineering and project management processes across programs**
- **Contractor/Suppliers do not have effective means of transitioning organizational standard practices to new programs**

Solutions – Guidebook

Acquisition organizations should be provided with practical guidelines

1. **During source selection, collect descriptions of contractors proposed processes and evaluate those that you identify as key to your program success**
 - Document the key process requirements in the SEP
 - Ensure that contractors show how they perform those processes on other programs (Are the appraised organizational processes what is proposed?)
 - Require them to define how they will deploy those processes effectively to reduce the program's risks
2. **Include contractor-defined processes in contract and evaluate contractor compliance early and throughout execution**
3. **Request process performance data against project plan to demonstrate process effectiveness and review that data during project performance**
4. **Provide a methodology to relate processes to milestones or acquisition phases and to creation of artifacts**
5. **Provide guidance on use of award fee criteria as a means to enforce contractor behavior**
6. **Recommend use of support sources for acquisition (e.g., DCMA & FFRDCs)**
7. **Define means to measure and evaluate how quickly organizations get organizational processes instantiated on new projects**
8. **Create methodology for identifying and specifying appropriate standards in the RFP**

Listed in priority order based upon breakout group consensus

Solutions - Training

1. Educate acquisition organizations to look for the evidence of performance of a high maturity organization (past performance measures to provide evidence versus past performance)
2. Develop CMMI training focused on the acquirer
 - Why process is important
 - What benefits it provides
 - Best practices as represented in CMMI
 - How to use CMMI in acquisition (how to use guidebook)
3. Review training to determine where and how CMMI related training should be included
 - Include development of an on-line training module
4. Make training mandatory for acquisition program managers, SPRDE, contractor support chief engineers, and contracting officers

Workshop attendees voted to include all training solutions without priority

Action/Implementation Recommendations

1. **Complete Guidebook draft, submit for review and pilot**
2. **Issue policy on requiring training on CMMI in Acquisition**
3. **OSD should issue guidance for use of sources of support to Program Offices (e.g., DCMA, FFRDCs)**
 - DCMA has an aggressive CMMI training effort underway
4. **Create a ‘road show’ to encourage adoption of Guidebook**
 - Demonstrate value of what it brings to the program
 - Link this to the CMMI best practices
 - Link use to reduction of program risk
5. **Establish a goal to train a specified percentage of the targeted population within a stated number of years**
 - Priority on training program managers & contracting officers
6. **Establish a review process for Program Offices when it is proposed that processes should be eliminated from a program**

Workshop attendees voted to include all actions/recommendations without priority