



# Project Selection for SCAMPI A

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## Project Selection

- Driven by SCAMPI A scope decisions
- Typically projects are selected by the appraised organization, subject to approval of the Lead Appraiser
- Projects selected are documented in the Appraisal Record submitted to the SEI
- Projects selected are not currently required in the Appraisal Disclosure Statement (ADS) in the SCAMPI MDD

## SCAMPI A Scope Decisions

- Model scope
  - Model used for appraisal, e.g., CMMI<sup>®</sup>-SE/SW, CMMI-SE/SW/IPPD, etc.
  - Process Areas included/excluded
    - For the staged representation, Process Areas within a maturity level may be declared “not applicable”
    - For the continuous representation, Process Areas must be selected for inclusion
- Organizational scope
  - Portion of the organization to which the results apply
  - Drives focus project selection

<sup>®</sup> CMMI is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

# Organizational Scope Considerations - 1

- What is the subset of the organization to which the SCAMPI A results will apply?
  - Response should drive project selection
  - Depending on projects selected, the results may not apply to the entire organization
- Organizational scope should be clearly defined
  - Documented in the appraisal plan
  - Described in the Appraisal Disclosure Statement (ADS)
  - Multiple measures used to reflect extent of organizational coverage

# Organizational Scope Considerations - 2

- Focus Projects
  - Selected set of projects reflecting a “representative subset”
  - Typically 3 or 4 projects
  - Must cover the selected organizational scope
  - Determine applicability of results across the organization
- Measures of Project Coverage Across the Organization
  - Percentage of population
  - Percentage of total projects
  - Percentage of revenue represented by the projects
  - Percentage of lines of business represented by the projects

# Current Project Selection Considerations

- Project Phase
  - Selected projects must represent entire life cycle (although not all projects may have completed all phases)
  - Selected projects must have executed the appraised Process Areas (though some projects may not cover all PAs)
- Lines of Business (LOBs)
  - Selected projects should represent the LOBs in the organizational scope
- Interviewee Availability
  - Selected projects must have interviewees available during the appraisal as well as objective evidence
  - Projects too old may have dispersed teams and/or retired/rotated personnel

# Future

## Project Selection Approaches

- Required percentage of projects, based on organizational size
- Random selection of projects by the Lead Appraiser
- Project sampling
  - Additional projects may be identified – with PIIDs and interviewees -- to demonstrate further institutionalization
  - A sampled project may provide evidence for only one or a few Process Areas
- Other sampling approaches
  - Sampling methods currently under consideration for future SCAMPI A MDD revision

# Institutionalization beyond Representative/Sampled Projects

- **Organizational Standard Process (OSP)**
  - Should be deployed on all programs in the organization, subject to tailoring criteria
  - SCAMPI A may not detect/report degree of OSP deployment, depending on project selection and degree of sampling
  - SCAMPI A results could reflect only deployment on focus programs
- **Mechanism needed to ensure process fidelity across all programs, for example,**
  - SCAMPI B & C Appraisals with a formal process to appraise all programs with decision criteria to choose B or C
  - Robust Quality Assurance
  - Required process checkpoints synchronized with business rhythm



## Summary

- Lead Appraiser and Sponsor must agree that focus projects (including any sampled projects) represent the organizational scope
- SCAMPI A rating should be truly reflective of the process capability of the projects in the organizational scope
  - Requires institutionalization of the OSP
- Appraisal Disclosure Statement (ADS) should clearly define (preferably quantifiable) project coverage
- Projects throughout the organization must continue to demonstrate model compliance well after the SCAMPI A
  - Mechanism required to ensure this, e.g., using SCAMPI B/C or Class B/C for monitoring, or using process audits at prescribed business checkpoints



**BACKUP**

## Model scope

- Model selection should reflect work done in the organization, e.g., SS should be selected when suppliers are engaged
- Process Areas declared not applicable (using the staged representation) weaken the ability to benchmark appraisal results
  - Thus, Process Areas should never be declared “not applicable”; instead, the continuous representation should be used