



# **Workshop and Summit on CMMI Use in DoD Programs**

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**Mark Schaeffer  
Principal Deputy, Defense Systems  
Director, Systems Engineering**



# CMMI Vision

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**The initial vision for CMMI was to integrate the competing maturity models and provide more consistent process improvement**

- Cause integration of the functional disciplines within organizations and across programs
- Increase systems engineering process maturity as organizations migrate from the sun-setting CMMs to CMMI

***Build on and improve the significant work done on CMM-like models***



# Have We Lost Sight of the Goal?

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- The end goal of CMMI is to provide a model for continuous process improvement to achieve:
  - Reduced cycle times
  - Meeting cost and schedule targets
  - Improve quality

***When achieving a level replaces the focus on continuous improvement, we've lost sight of the goal***



# How We Got Where We Are

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- CMMI Sponsors opted to pursue staged and continuous models to preserve legacy
  - SW-CMM, staged
  - SECM, continuous
- Acquiring organizations do not have full understanding of how CMMI is intended to be used
  - What a specific level at the enterprise level actually means to a program
  - That process and people evaluated to obtain a level are not necessarily applied to their program



## Negative Effects of “Levels”

- Organizations often focus on maturity levels vice continuous improvement
- Organizations are tempted to view CMMI Level “X” as an “end” rather than a “means to the end”
- Some organizations may stop at Level “X” because that is all that is required or expected
- Level “X” companies often do not perform at that level on all programs—not all programs are appraised
- Once an organization achieves a desired level, the tendency is to let the baseline erode—can result in reduced ROI

***DoD expects that if you have achieved high maturity, the next program will perform at that maturity***



# The Solution

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- This is why we are here
- Collaboration between Government and Industry to address the issues...

***Goal is to improve the impact of CMMI on program performance***