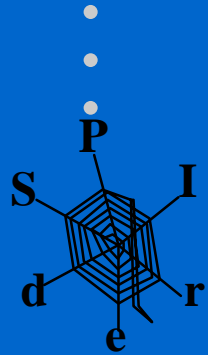


# People CMM for Agile People

April 26, 2011

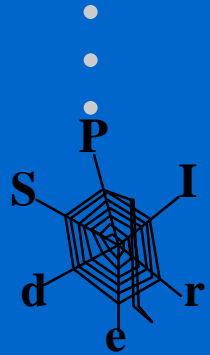
Ben Linders/Cecile Davis



# Migrating to Agile

*Organizations migrating to Agile often experience difficulties interfacing and supporting Agile teams. They need new ways of managing and steering teams.*

- Communication with surrounding organization
- Work environment demands
- Supporting team culture
- Competencies & Skills
- Share knowledge across teams
- Conflicting management styles
- Rewarding teams



# People CMM??

- Roadmap for implementing workforce practices that continuously improve the capability of an organization's workforce.
- Focus on people

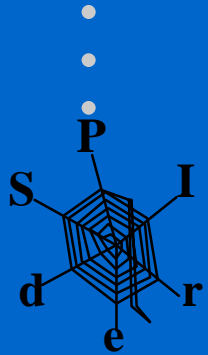


Software Engineering Institute

Carnegie Mellon

It enables organizations to:

- Attract, develop, organize, motivate, and retain required workforce
- Align workforce development with strategic business goals
- Characterize maturity of workforce practices
- Set priorities for improving workforce capability

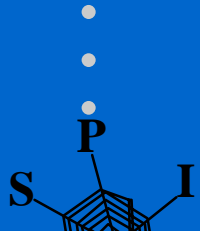


# P-CMM: Primary Objective

CMM	CMMi	P-CMM
improve <b>capability</b> of an organization	improve <b>capability</b> of an organization's processes	improve <b>capability</b> of an organization's workforce

- The P-CMM, defines **capability** as the level of **knowledge, skills,** and **process abilities** available within each workforce competency of the organization to build its products or deliver its services.

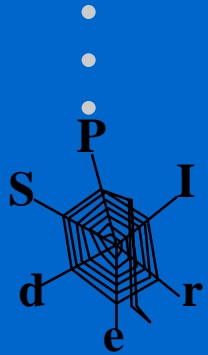




# P-CMM levels

Level	Focus	Process Area	Competency Productivity
5 Optimizing	<i>Continuous Improvement</i>	Continuous Workforce Innovation Organizational Performance Alignment Continuous Capability Improvement	
4 Predictable	<i>Predicting Capability &amp; Performance</i>	Mentoring Organizational Capability Management Quantitative Performance Management Competency-Based Assets Empowered Workgroups Competency Integration	
3 Defined	<i>Organizational Competency framework</i>	Participatory Culture Workgroup Development Competency-Based Practices Career Development Competency Development Workforce Planning Competency Analysis	
2 Managed	<i>Basic Management Practices</i>	Compensation Training and Development Performance Management Work Environment Communication and Coordination Staffing	
1 Initial			
			Risk Turnover



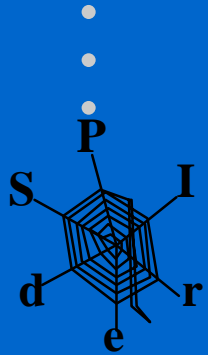


# Agile assumes ...

- “Mature” workforce
- different management style
- Flexibility, adoption to team needs
- Timely solutions, continuously improved

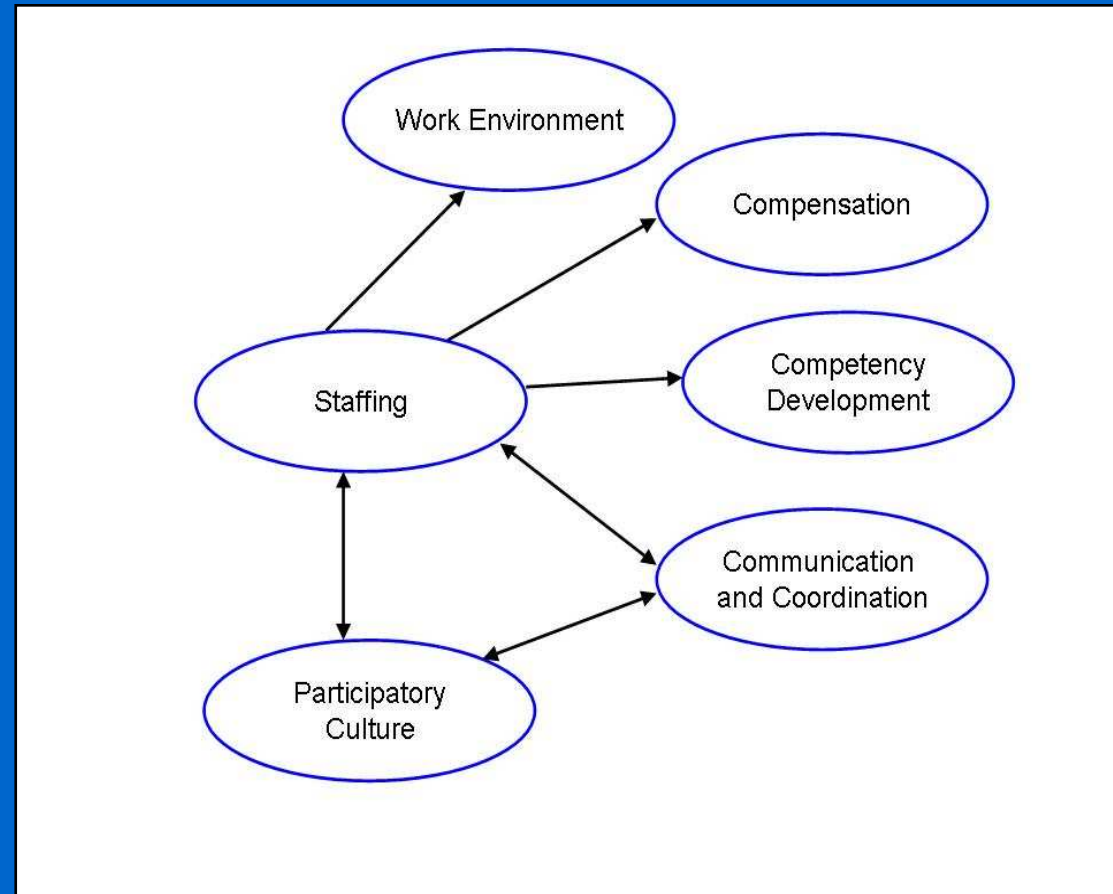
## People CMM

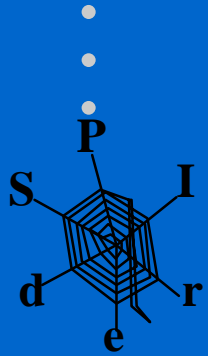
- increase ability to meet Agile demands.
- roll-out and deployment of agile processes and methods
- addition to agile processes and methods.



# Agile P-CMM Roadmap

- ↑ Roadmap:
- ↑ P-CMM process areas that an organization can implement as a start, to (using Agile principles) reap quick business benefits

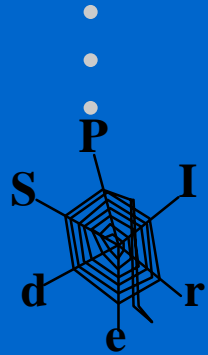




# Competency Development

**To constantly enhance the capability of the workforce to perform their assigned tasks and responsibilities**

- Developing knowledge, skills and process capability
- Skill development by coaching, pair programming, etc.
- Give and receive feedback
- Learn as a team: Retrospectives
- Learning in the organization: Communities, knowledge management, recognized experts, etc.

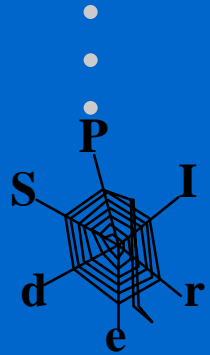


# Conclusion

People-CMM can help organizations to improve their agile workforce capability in a structured way and to migrate to agile

Roadmap addresses critical workforce issues

- Staffing
- Participatory Culture
- Communication and Coordination
- Compensation
- Work Environment
- Competency Development



# More information

<http://asq.org/pub/sqp/index.html>

<http://www.sei.cmu.edu/cmml/tools/peoplecmm/>

[www.workforcematurity.nl](http://www.workforcematurity.nl)

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