

# Reaching Business Goals with Value Adding CMMI Assessments

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## Overview



- How did we get here?
- Assessment method (CMMI Class C)
- Tools and experiences

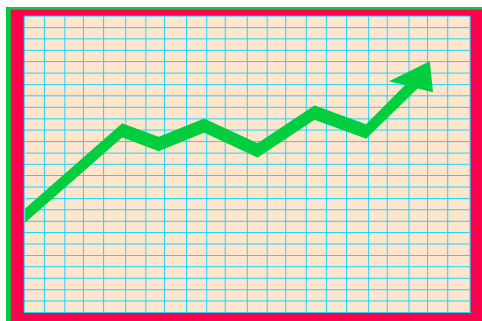
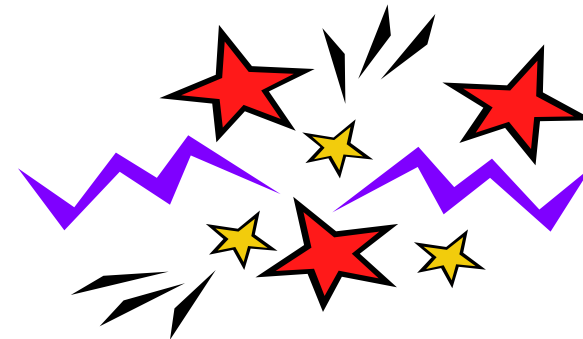
**Its all about making money  
(as usual)!**

## Ericsson EuroLab Netherlands

- Worldwide Ericsson R&D company
- Wide product range:
  - Base stations, UMTS
  - Charging, Internet Applications
  - Intelligent Networks and Services, Announcements
  - Bluetooth, Business Cordless
- 1100 employees, in the south (Rijen) and the east (Enschede, Emmen)
- Long CMM(I) experience

## Assessment history

- Level based assessments
- Building improvement culture
- ➔ **Conflict of interest**



- Business Goals:
  - Why,
  - What,
  - When to improve

**Assessment is part of improvement**

## Business Goals Examination

- Examine your Goals:
    - Will you reach them?
    - If not, where are improvements needed?
  - Define your Priorities:
    - How urgent is improvement needed?
    - When can you take action?
- ➔ Assessment with goal based focus and scope

# Assessment Scope Setting

- **Organisation**

- Orderer
- Customers
- Work done
- Support

- **Concepts**

- Don't include everybody
- 360 degrees
- Any model can do

- **Model, Process Areas**

- Contribute to goals
- Project, Process and/or Engineering Areas
- Support Areas

**Match between Goals,  
Organisation, and models**

## Assessment planning and execution

- Resource the assessment team
- Plan assessment
  - Select who to interview
  - Define timeline
- Execute
  - Kick off, distribute questionnaires, fill in
  - Collect, extract findings, consensus meeting
  - Final meeting, action follow up

## Method conclusions

- Orderer and customer for every assessment
- Business goals and improvement needs clear
- Efficient assessment
- Immediate follow up with actions



**Effective business  
focused assessments!**



## Tools: Assessment Matrix

- Multiple small assessments
- Time dispersed
- Purpose:
  - Overview
  - Frequency
  - Focus

CMMI Assessment matrix Example					
Product Area	Prod A	Prod B	Prod C		
<b>Process Area</b>					
<u>Project Management</u>					
Project Planning		Q2 2001 (P)		No	
Project Monitoring and Control		Q4 2000		No	
Integrated Project Management					
Risk Management					
Quantitative Project Management					
<u>Support</u>					
Configuration Management		Q4 2000		No	
Process & Product Quality Assurance		Q1 2001			
Measurement and Analysis		Q2 2001 (P)			
Causal Analysis & Resolution		Q4 2000			
Decision Analysis & Resolution					

## Tools: Assessment questionnaire

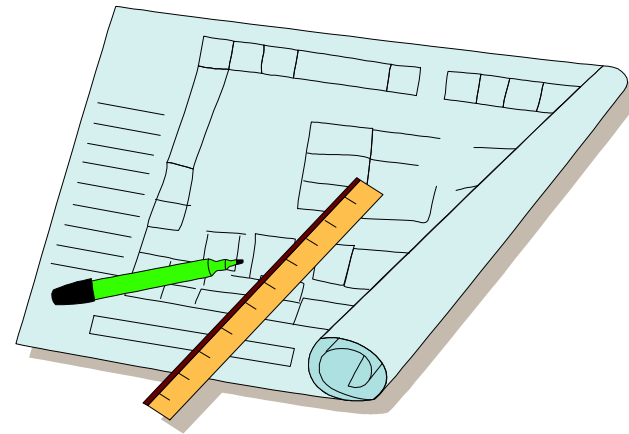
- Assessments done:

<u>Time</u>	<u>#</u>	<u>model</u>	<u>Scope (Areas)</u>
Q1 2000	3	CMM/SW	All level 2 + 3 areas
Q4 2000	4	CMMI	Project, Process, Req. Man.
Q1 2001	2	CMMI/SW	Engineering, Process
Q2 2001	1	CMMI	Project

- Goals/activities text from CMMI, with phrasing tailored (terminology)
- Word, Excel, and web based tools (pilots)

## Tools conclusions

- Matrix tool highly valued by Management Team
- Need for lightweight questionnaire tool



## Conclusions, where do we go from here?

- Business Goals focus is a winner
  - Assessments with a clear need and customer
  - Useful actions, strong commitment
- Method will be spread within Ericsson
- Matrix supports planning
  - Reduces need for expensive full assessments
  - Priorities and focus