

Appraising the Supporting Implementation Capability Area

CAR, DAR, and CM in CMMI Appraisals

In the current CMMI version, the Supporting Implementation Capability Area consists of Causal Analysis and Resolution (CAR), Decision Analysis and Resolution (DAR), and Configuration Management (CM). By design, this Capability Area is comprised of Practice Areas (PAs) that provide underlying support to process implementations across projects and organizations.

For a Capability Level or Maturity Level Benchmark Appraisal, each project or organizational support function (OSF) selected as part of the Randomly Generated Sample (RGS) for Supporting Implementation is expected to demonstrate the intent and value of the aforementioned PAs, as well as the value of the individual practices within them. Given the nature of the process implementation for the projects and OSFs being appraised, artifacts that demonstrate satisfaction of the intent and value may be available only for specific milestones or events, e.g., formal design phase decision. Additionally, artifacts viewed could be relevant to multiple projects or OSFs, e.g., an organization-wide causal analysis on why projects within the organization are routinely late.

CAR, DAR, and CM, as with all other PAs, are expected to align to processes that have been adapted to the unique challenges and performance of the business. The appraisal team must determine the adequacy and sufficiency of the Objective Evidence (OE) presented in accordance with the OE adequacy and sufficiency requirements, as detailed in the CMMI Method Definition Document (MDD), and in consideration of the unique culture and business environment of the Organizational Unit (OU). An affirmation saying that the project or OSF is going to perform the process in the future does not suffice for how the processes were performed; both artifacts and affirmations must align showing how the process steps and subsequent outputs that were completed *prior* to the appraisal.

Examples of the OE adequacy and sufficiency requirements include:

1. All OE data must result from work performed by the sampled projects and OSFs
2. All OE data must cover sampled projects and OSFs
3. All OE data must be produced by people with a defined process role to implement, perform, or support the processes

For more information, refer to MDD Activity 1.1.5: Identify OE Adequacy and Sufficiency Criteria and 2.2.1 Characterize Model Practices.

Questions regarding this Quality Tip can be sent to quality@cmmiinstitute.com.