

High Maturity Experience

Requirements for High Maturity Mini-Teams

Guidance for mini-team selection on Maturity Level 4 and 5 appraisals

In the Parameters and Limits for Activity 1.3.2 (Pages 78-80), the SCAMPI Method Definition Document (MDD) defines the qualifications and minimum requirements for the teams that conduct SCAMPI appraisals. Included in that section are special stipulations for Maturity Level 4 and Maturity Level 5 appraisals:

(A) Additional requirements specific to high maturity appraisals:

- Ensure that all members of the high maturity mini-team have high maturity experience.
- A high maturity lead appraiser or appraisal team member with statistical analysis and other high maturity-related training and experience shall be assigned to all mini-teams focused on high maturity process areas.
- The team as a whole must have collective experience implementing high maturity activities such as establishing, evaluating, using, or analyzing process performance baselines and process performance models.

In recent months, CMMI Institute Quality Analysts have reviewed appraisals wherein mini-team assignments have failed to comply with the above requirements. Appraisal plans submitted with high maturity appraisals have defined mini-teams that were assigned to cover Level 4 and 5 PAs, but which included one or more appraisal team members (ATMs) with zero high maturity experience. In some instances, discussion with the Lead Appraiser has revealed the stated lack of experience to be inaccurate. Examples of these instances include:

- Either the ATM(s) in question had training, implementation experience, etc. that had not been considered or was incorrectly documented;
- A fundamental typographical error had been made in the plan.

Unfortunately, in some cases the LA has shown a misunderstanding or misinterpretation of the MDD's requirements. For example:

- The lead assigns an inexperienced ATM only ML2 or ML3 process areas for mini-team review; however, any ATM's inclusion on a mini-team means that he or she is also required to review and provide judgement on **all** PAs covered by that mini-team.
- Full-team consensus requires that all members of the appraisal team have the requisite knowledge and understanding of the evidence, process and concepts covered, which includes high maturity concepts and techniques.
- If a team member is evaluating high maturity PAs without any training and/or experience with high maturity concepts, there is a danger of an incorrect interpretation, characterization and subsequent finding, and the results of the appraisal would potentially be invalid.

It should also be noted that a high maturity supplement to SCAMPI Appraisal Team Training is available for use on high maturity appraisals. It is strongly recommended that this supplement be included in the training HMLAs provide to teams prior to their maturity level 4 and 5 appraisals. ***Please note, however, that completion of this supplement training does not represent a team member having high maturity experience***, nor does it negate the high maturity requirements cited above in 1.3.2. The High Maturity Supplement can be found in the High Maturity Lead Appraiser section of the Partner Resource Center (PRC).

When writing the plan for a high maturity appraisal, it is important to include each ATM's level of relevant experience in the team qualifications section. If a Quality Analyst observes a plan to be missing this information, the LA will be asked to provide that data during the review. If it is determined that the appraisal team does not meet the minimum requirements as defined by the MDD, then the appraisal will be deemed to be invalid.

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