

Decision Analysis and Resolution

Quality reviews indicate that some Lead Appraisers (LAs) evaluate Decision Analysis and Resolution (DAR) only as it relates to technical decision-making. However, this practice area is intended to support a full range of decision analysis from small, relatively simple decisions to much larger, more complex decisions. DAR was designed to be applied to more than architecture decisions and trade studies for Technical Solution (TS). For all projects, DAR can be used to determine process improvements, process composition, actions that should be taken, management tools, etc. It can also be a mechanism by which project management decisions are made.

Below are some of the many benefits of having a DAR-compliant decision-making process:

- Documented evaluation criteria support repeatability in future decision-making
- DAR defines the basis for evaluating stakeholder alternative solutions
- Decision-making rationale is transparent and trusted by employees

DAR cannot be excluded from the scope of an appraisal unless the LA is evaluating capability levels.

Additional information relevant to different implementations of DAR can be found in the CMMI model.

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