

# Organization Names

## Clarification on Project Level Work

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### Identifying the organization(s) of record for a SCAMPI appraisal

The name of the organization being appraised—i.e. the organization of record—should be recorded in the appraisal plan and in SAS with transparency and clarity.

When preparing a SAS record, the full, publicly-recognized name of the organization of record should be stated in the Organization Name field. To be considered an organization of record, a company's employees must be tasked with project level work in the organizational unit (OU).

Work at the project level is that which is tangible in the creation and/or delivery of the product, service, etc. at the heart of the basic unit. This can include developers, designers, service delivery staff, service managers, selection teams, technical staff, acceptance testers, etc., depending on the model(s) and scope of work involved.

When a corporate “parent” company is listed as an organization of record, its direct employees—i.e., personnel whose responsibilities serve that organization first and foremost—must perform project level work within the OU. If that work is performed entirely by the staff of a subsidiary organization, only the subsidiary can be listed in the Organization Name field in SAS. Though these staff members may technically be considered employees of both the subsidiary and the parent company, they are acting on behalf of the subsidiary first, and therefore represent that company in the work.

When reviewing a SAS record for a multi-organization appraisal, wherein more than one company appears in the Organization Name field, the CMMI Institute Quality Team attempts to learn more about the working relationship between the participating companies. In these instances, we are hoping to confirm each organization's involvement at the project level in the OU.

During review of some multi-organization appraisals, Lead Appraisers have described a situation in which one of the organizations is the corporate parent of the other(s), and contributes to the OU by providing management and monitoring of the standard organizational process set. It is important to note, however, that this does not represent a multi-organization OU, as defined in the [May 2013 Quality Corner publication](#), *Multi-Organization Appraisals*:

Appraisal results of multi-organizations may only be delivered and reported if the lead appraiser can provide sufficient evidence to demonstrate that:

- the appraised organizations share an inter-organizational unit
- they have synchronized all of their efforts toward their common goals in the delivery of specific products or services
- they share the same business units, processes, funding, schedule, and deliverables
- the appraisal results are generalized to a common inter-organizational unit, and
- the appraisal plan and the SCAMPI Appraisal System (SAS) record clearly reflect that the scope of the appraisal is the synchronized effort within the inter-organizational unit.

In the OU of an acceptable multi-organization appraisal, employees from each company form an integrated team that works in the development and delivery of one or more basic units, at the project level. Neither the use of a parent company's process set, nor its support functions is sufficient for that company to be recognized as one of the organizations of record. In addition, every project in the OU must feature this integrated work by all organizations of record for the appraisals. For example, if three companies are listed in the Organization Name field in SAS, but a subset of the basic units in the OU are created by only two of these businesses, then that subset must be excluded from the OU.

In all SCAMPI appraisals, it is important that the organization of record is clearly and transparently identified in all appraisal artifacts and the SAS record.

Questions regarding this Quality Tip can be sent to [quality@cmmiinstitute.com](mailto:quality@cmmiinstitute.com).