



Reducing SCAMPI Appraisal Team Workloads by 20%

Presenter



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SCAMPI Classes



Characteristics	Class A	Class B	Class C
Amount of Objective Evidence Gathered (relative)	High	Medium	Low
Ratings Generated	Yes	No	No
Resource Needs (relative)	High	Medium	Low
Team Size (relative)	Large	Medium	Small
Appraisal Team Leader Requirements	Lead appraiser	Lead appraiser or person trained and experienced	Person trained and experienced

Appraisal Team Challenges

(Causes of Wasted Time)



- Experience level of the appraisal team
- Sizeable time spent in ‘discovery’ mode versus ‘verification’ mode
- Variations in text formatting of observations
- On-site coordinator over-reliance
 - Quality of Practice Implementation Indicators (PIIs)
- Variations in interview styles

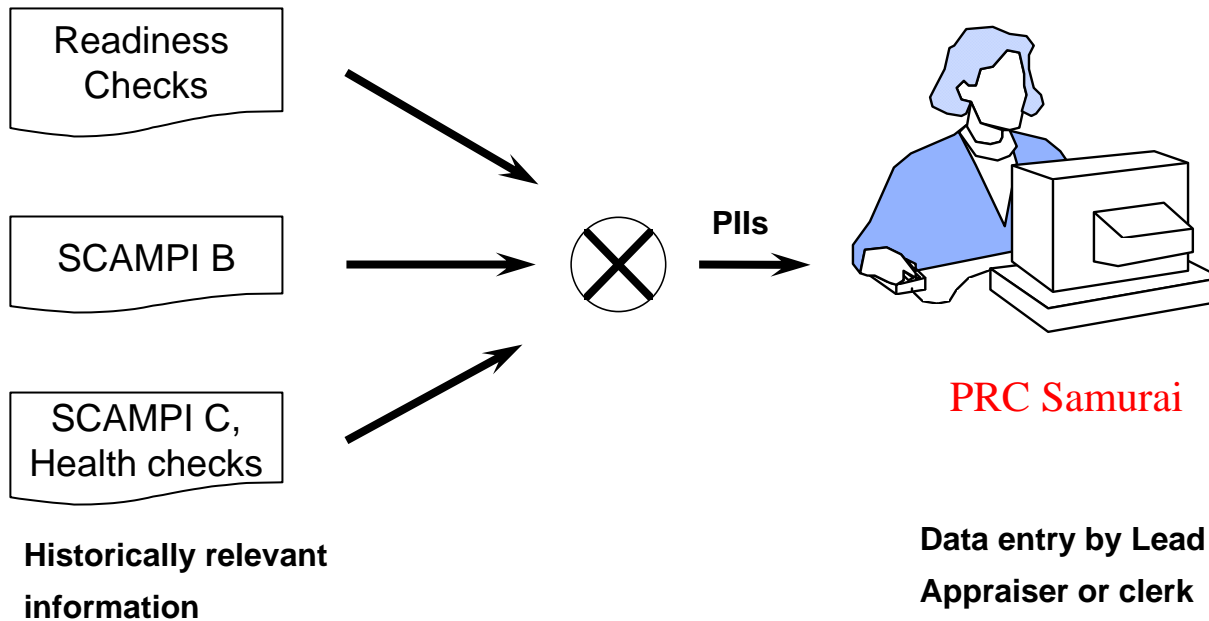
Roadmap to Reducing Wasted Time



- Pre-population of observations
 - Readiness, SCAMPI B/C, Health checks
- Pre-onsite surveys
- Standard formatting of observations and findings
- Numerical and qualitative characterization scales
- Conducting interviews - direct approach
- Validation – reviews of weaknesses only
- Automation of key activities

Pre-Population of Observations

(Readiness, SCAMPI B or C results)



Pre-Population

(Sample – Assessor Page)



Add / Edit observation

Status: Response:

Source: Specify:

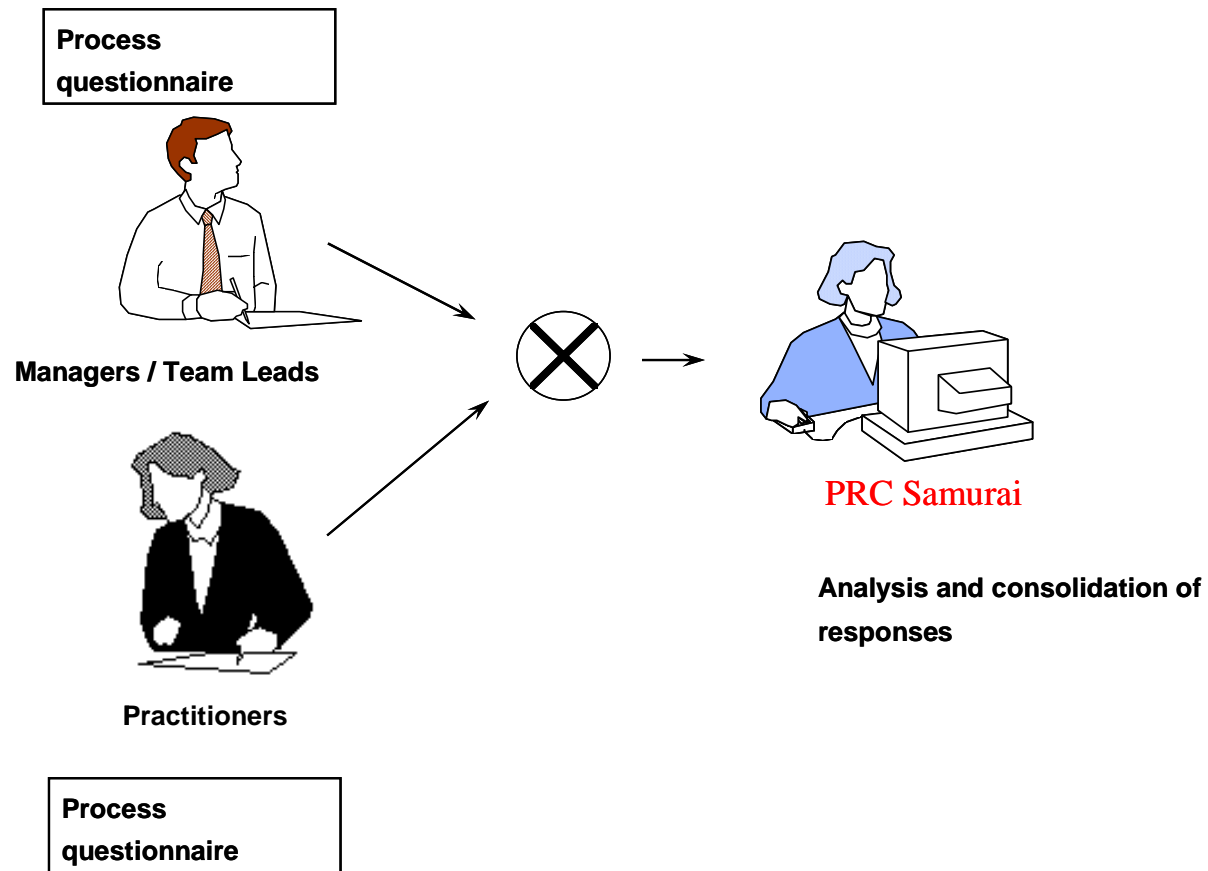
Observation text:

Time Cards: Show time spent in training on requirements management.

Corroborating sources:

- Questionnaire
- Interview
- Validation
- Direct artifact
- Indirect artifact

Pre-Onsite Surveys



Survey

(Respondent Page)



Question REQM-GP 2.5 (Requirements Management)

People performing or supporting the requirements management process are trained as needed.

Please select the most appropriate answer

Strongly disagree	Somewhat disagree		Somewhat agree		Strongly agree				
0	1	2	3	4	5	6	7	8	9
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/> Don't know			<input type="radio"/> Out of domain			<input type="radio"/> Not applicable			

Please explain

PREVIOUS QUESTION

REQM-GP 2.5

GO

NEXT QUESTION

Standard Formatting of Observations and Findings



- Lead Appraisers should provide guidance/answers to FAQ
- How to Write Strengths
 - Need not be very long
 - Supporting text is added to help other appraisal team members understand how these artifacts relate to the practice
 - At the very least, indicate if the artifact has been verified

<Artifact Name> : <Supporting text>

Standard Formatting

(Sample – Strength)



Add / Edit observation

Status: Response:

Source: Specify:

Observation text:

Time Cards: Show time spent in training on requirements management.
Attendance list: shows who attended training on requirements.
E-mail invitation: Sent to personnel to invite them to requirements training.
PowerPoint presentation: Material on requirements training.

Corroborating sources:

- | | |
|---|---------------------------------|
| <input type="checkbox"/> Questionnaire | |
| <input checked="" type="checkbox"/> Interview | 15 |
| <input type="checkbox"/> Validation | |
| <input checked="" type="checkbox"/> Direct artifact | Attendance List |
| <input checked="" type="checkbox"/> Indirect artifact | E-mail; PowerPoint presentation |

Standard Formatting of Observations and Findings



- How to Write Weaknesses
 - Need to stand alone
 - Weaknesses may also be generated as a result of an interview, where you notice that the interviewee cannot demonstrate how an artifact is produced or used

<Free Text>

Standard Formatting

(Sample – Weakness - 1)



Add / Edit observation

Status: Response:

Source: Specify:

Observation text:

The template used to submit problem reports is inadequate. Help desk personnel and users have no idea about the kind of information to provide in order to help analysts determine the cause of a problem.

Corroborating sources:

- | | |
|---|----------------------|
| <input type="checkbox"/> Questionnaire | <input type="text"/> |
| <input checked="" type="checkbox"/> Interview | 14 |
| <input type="checkbox"/> Validation | <input type="text"/> |
| <input type="checkbox"/> Direct artifact | <input type="text"/> |
| <input type="checkbox"/> Indirect artifact | <input type="text"/> |

Standard Formatting

(Sample – Weakness - 2)



Add / Edit observation

Status: Response:

Source: Specify:

Observation text:

Templates that have been developed to prepare detailed designs are usually not used. Project team members use the last detailed design document they have developed in a project, and they reuse it in the subsequent project.

Corroborating sources:

- | | |
|---|----------------------|
| <input type="checkbox"/> Questionnaire | <input type="text"/> |
| <input type="checkbox"/> Interview | <input type="text"/> |
| <input checked="" type="checkbox"/> Validation | 18 |
| <input checked="" type="checkbox"/> Direct artifact | None |
| <input type="checkbox"/> Indirect artifact | <input type="text"/> |

Conducting Interviews



- Conversational approach
 - General questions are asked
 - Interviewee at ease
 - Waste of some time
- Direct approach (**preferred approach**)
 - Specific questions are asked
 - Interviewee less at ease
 - Get what you want - faster

Develop 'Canned' scripts

Scripts - Sample



- RSKM-SP 1.1-1
 - CMMI practice : Risk sources and categories are determined.
 - **Canned scripts** : What is available to help you identify risks?
- RSKM-SP 1.2-1
 - CMMI practice : Parameters used to analyze and categorize risks, and the parameters used to control the risk management effort are defined.
 - **Canned scripts** : What is available to help you assess risks (their importance, for example)?
- RSKM-SP 1.3-1
 - CMMI practice : A strategy to be used for risk management is established and maintained.
 - **Canned scripts** : What is the approach to manage risks?

Charaterization Scales



- Qualitative Scales
 - SCAMPI
 - Fully Implemented, Largely Implemented, Partially Implemented, Not Implemented
- Quantitative Scales
 - More granularity
 - Increases reliability of results

Please select the most appropriate answer

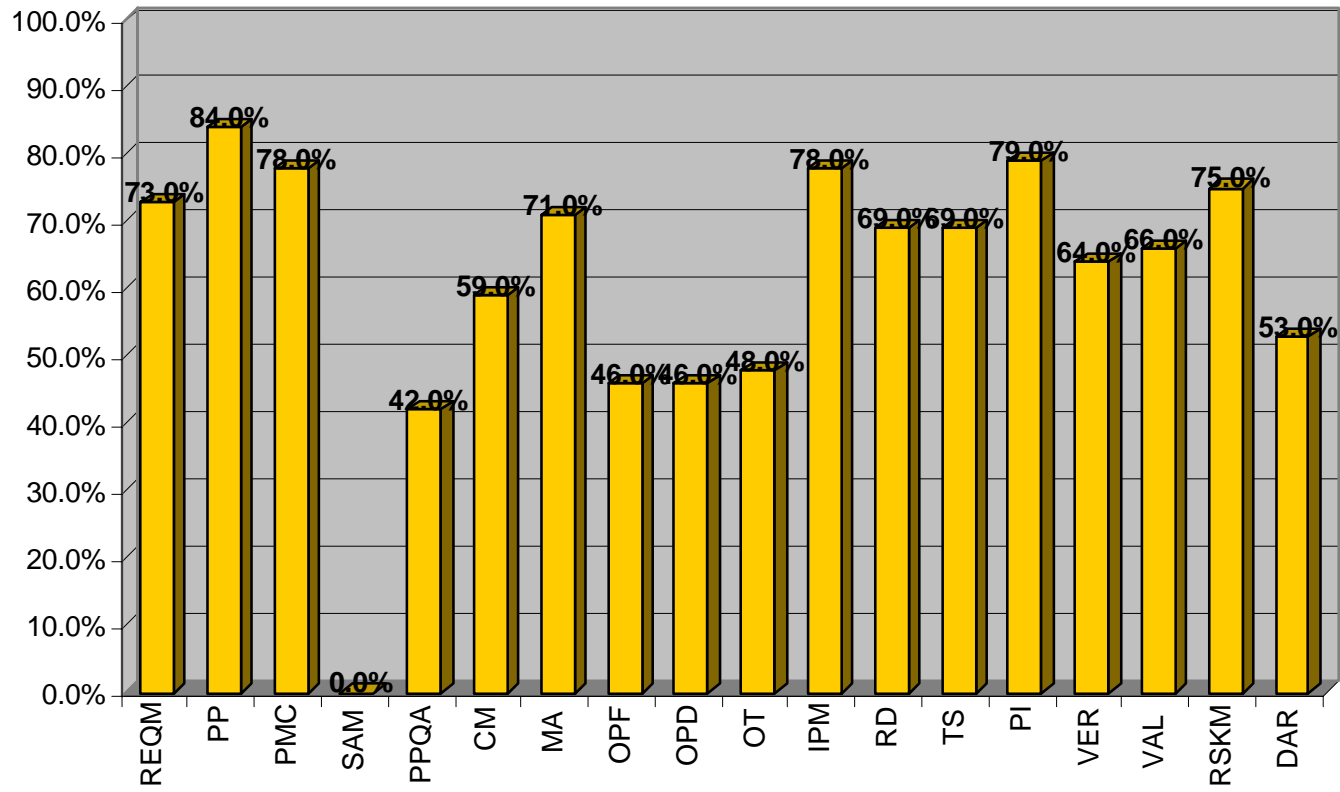
Strongly disagree Somewhat disagree Somewhat agree Strongly agree

0 1 2 3 4 5 6 7 8 9

Don't know Out of domain Not applicable

Graphical Representation

(Process Area Satisfaction)



Characterization Scales

(Sample - Mapping)



Characterization	Criteria	Meaning
9	<ul style="list-style-type: none">a) There are appropriate DIRECT ARTIFACTS substantiating implementation of the practice;b) Indirect Artifacts, Survey Responses, and/or Interviews confirm this implementation;c) There are NO deficiencies.	Fully Implemented
8 or 7, depending on the significance of the deficiencies	<ul style="list-style-type: none">a) There are appropriate DIRECT ARTIFACTS substantiating implementation of the practice;b) Indirect Artifacts, Survey Responses, and/or Interviews confirm this implementation;c) Deficiencies have been observed.	Largely Implemented
6 or 5, depending on the significance of the deficiencies	<ul style="list-style-type: none">a) There are appropriate DIRECT ARTIFACTS substantiating implementation of the practice;b) No other evidence (Indirect Artifacts, Survey Responses, Interviews) support the Direct Artifact(s);c) Deficiencies have been observed.	Partially Implemented

Other Time Savers



- Validation activities
 - Review of weaknesses only
 - Less sessions will be required
- Flexible report formatting
 - Clients may require reports to be generated in one format or another
 - Electronic tagging of fields helpful

Flexible Report Formatting



Printing options

Select the items to print

- Question text
- Observations
- Print corroborating sources
- Print all versions of each observation
- Canned scripts
- Comments
- Notes

Print only flagged questions

Select the printing method

Printer

Report Title

Enter customized text to precede list of Key Action Areas

<start_key_action_areas>
Key Action Area: *<key_action_area_name>*

Enter customized text to precede each list of Key Actions

<start_questions>

Action Consolidated Response: *<action_consolidated_answer>*

Observations:
<start_observations>
Observation:
<action_current_observation_originator_and_entity_alias>
<action_current_observation_response>
<action_current_observation_text>

Observation source: *<action_current_observation_source>*
Corroborating Sources:
<action_current_observation_corroborating_sources>

Status: *<action_current_observation_state>*

<end_observations>

<end_questions>

<end_key_action_areas>

Automation



- Automation of activities
 - Cuts down on effort
 - Standardizes activities
- Web Based automation
 - Allows for long distance 'relationships'
 - Allows for real time integration of Appraisal Team Member activities

PRC Samurai



- Best practices, risk management and compliance software solution
- Modes of delivery
 - On-site installation
 - Hosted application
 - token-based

Thank you



- For more information
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Survey

(Respondent Email)



Greetings Michael Raftus

This email is to inform you that you have a survey on Proj2 ready for you to complete.

You can access the survey at the following address:

<http://200.69.106.243/sprimer>

To access the survey, please use the following username and password:

Username: qjmheKkt

Password: kvucvzje

Please note that you have until Fri Apr 06 12:00:22 COT 2007 to complete the survey.

You do not need to complete the survey in one session. You may login and logout as many times as you wish and continue where you left off. Your responses are saved when you click on any control in the page and their confidentiality is assured.

Use the "Previous question" and "Next question" buttons that are provided at the top and bottom of the Web page to navigate between questions. There is a time-out of 30 minutes. If the time-out is exceeded, you will be automatically disconnected and you will need to login again.

The survey focuses on identifying artifacts that substantiate the condition described by the statement or suggested by the question.

Please use the following guidelines to complete the survey.

a) In the comments window of the Web page that will be displayed when you access the URL, enter these artifact(s) (for example, "Master Project Plan", "<http://server/project plan.doc>", "http://development_server/prototype.xls"), such that the Appraisal Team can obtain it to review its content. If you feel it is necessary, you may also enter additional comments (one or two sentences) to describe its use. Keep in mind that one artifact may be used to substantiate several topics addressed by the survey.

b) Then, select a response on a range of 0 (Strongly Disagree) to 9 (Strongly Agree).

Thank you for your collaboration,

The Lead Assessor

Assessor Web Pages

(Assessor Email)



Greetings Michael Raftus

This email is to inform you that you have an assessment file on Proj2 ready for you to complete.

You can access the Web pages for this file at the following address:

<http://200.69.106.243/sprimer>

To access the Web pages, please use the following username and password:

Username: gjgwajKy

Password: vtsfypnK

Please note that you have until Fri Apr 06 12:00:11 COT 2007 to provide information for this assessment.

You do not need to provide information in one session. You may login and logout as many times as you wish and continue where you left off. The information you provide is saved when you click on any control in the page and its confidentiality is assured.

Use the "Previous question" and "Next question" buttons that are provided at the top and bottom of the Web page to navigate between questions. There is a time-out of 60 minutes. If the time-out is exceeded, you will be automatically disconnected and you will need to login again.

Your role consist in reviewing responses provided by survey participants, and completing this information with the observations you have made through documentation reviews, comments provided by survey participants, interviews that you have deemed relevant to conduct, and validation of your findings with people deemed knowledgeable with the topic.

Ultimately, your role also consists in suggesting to the Lead Assessor, if applicable, a response which takes into account the additional information you will have collected and which may be different from the one in which responses from all participants have been consolidated. This consolidated information is displayed by selecting "Question". Your suggested responses, ranging from 0 (Strongly Disagree) to 9 (Strongly Agree) will allow refining the assessment results.

Thank you for your collaboration,

The Lead Assessor