

UPDATE 14/04

Speech 'Experience with CMMI at large scale'

Peter Pedross, CEO of PEDCO held a speech at the yearly CLIB-Meeting at the University of Applied Sciences in Darmstadt/Germany. The speech was a part of the German CMMI Lead Appraiser & Instructor Board (CLIB) – Meeting, held in April 2014 (www.clib.de).

Topics of the well-received speech were:

- Context
- Why processes are needed.
- Overall results at a glance.
- Lessons learned
- Conclusions

Summary of the speech:

The regulatory and organisational environment for companies involved in software development is becoming ever more demanding. At the same time competitive pressure is increasing. At first, the processes and environments must ensure that all the relevant regulations are complied with. And secondly, they still have to be as lean as possible to keep innovation levels high and time-to-market low.

Within this context, some of the past problems faced at a large scale financial institute were discussed. It was also a theme to discuss the reasons for using CMMI as a reference model to improve its own development processes. For illustration, some results of this process improvement endeavour were presented. Overall, the measured value proposition was very good. Despite the good numbers and the achieved results; the perception of the process implementation (and together with it CMMI) was different for the employees. Some success factors were presented and possible root causes for the misperception were discussed.

Some of the conclusions were:

- Processes do not stand for themselves.
- Understand the real reason of findings and problems.
- Build a metric framework. Measure work products, process, project and product.
Perform root cause analysis:
 - Start improving on evidence.
 - Point out consequences.
 - Discover future needs.
- It is key to find a balance between control, product quality and project efficiency.
- Employees must understand, that it is not only about project efficiency or getting a certification. It is about a sustainable operation of an IT-Organization, while reducing regulatory risks, production shortage and production costs.

For further information please visit our website at: www.pedco.eu or get in contact with us: pedco@pedco.eu.

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